

February 1977

THE JOURNAL OF EMPLOYEE RECREATION,  
HEALTH AND EDUCATION

**IN THIS ISSUE:**

NIRA Travel Survey

Travel Information Service

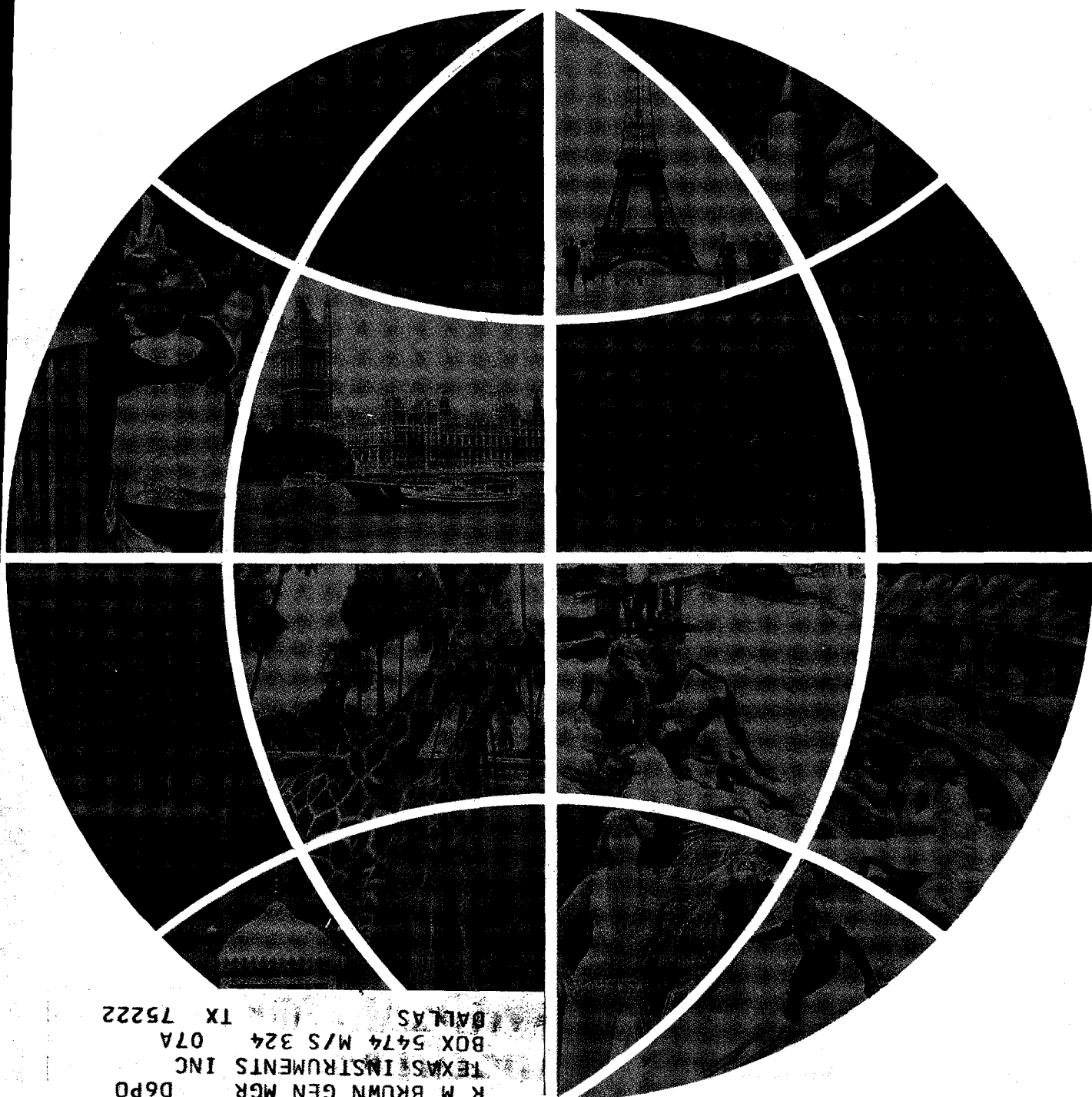
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Government/industry recreation conference

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# recreation management



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## NIRA TRAVEL SURVEY

How members program employee travel, page 12

# El Salvador



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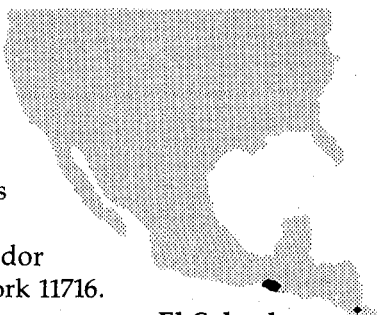
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# recreation management

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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Controlled circulation postage paid at New Richmond, Wisconsin 54017. POSTMASTER: send form 3579 to 20 N. Wacker Drive, Chicago 60606.

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## about the cover



How many NIRA members operate travel programs for their employees? Where do they go? How do they book their trips? How many people participate? All these questions and more were posed by the recent NIRA travel survey. In an overview of the results, *RM* takes a look at an employee relations effort that sends hundreds of thousands of workers to virtually every corner of the world.

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## names in the news

**W. Brent Arnold, CIRA** was elected president of the American Association of Fitness Directors in Business and Industry (AAFDBI) at the Association's second annual conference, September 30 through October 4, 1976. Arnold is manager of Physical Fitness and Recreation at the Xerox International Center for Training and Management Development in Leesburg, Virginia.

**Jerry Aschenbrenner** now heads the employee recreation program for Wisconsin Gas Company in Milwaukee, Wisconsin. Aschenbrenner assumed his duties after the retirement of **Lawrence "Paddy" Leudke, CIRA** at the end of last year.

**Henri Bayle** has assumed responsibility for special markets, including recreational group travel, for Air France. He replaces **Ivan Damyanoff**, who now handles tour development for groups other than recreation clubs.

**Chuck Bloedorn** retired December 22, 1976 from his position as director of recreation for Goodyear Tire & Rubber Company in Akron, Ohio. Bloedorn came to

Goodyear to play for the company basketball team nearly forty years ago. He stayed to build and administer one of the outstanding programs in the country. Bloedorn plans to remain active in recreation in a variety of projects. He will apply his extensive experience to independent recreation program consulting. Bloedorn hopes to counsel companies on every phase of employee recreation: selling the concept to management, planning programs, designing facilities, improving services and more. (Check the "Professional Services Directory" in this issue for details.) Bloedorn has been succeeded at Goodyear by a longtime friend and colleague, **Bernie Watts**. Watts is familiar with the Goodyear program from his previous experience as manager of Goodyear Hall and coordinator of employee activities. He has also spent many years in personnel positions for Goodyear.

**Peter L. DeFranco**, supervisor of employee recreation at the Xerox International Center for Training and Management Development, recently received a special award from the Virginia Recreation and Park Society (VRPS). DeFranco was commended at the November 16, 1976 presentation for his "outstanding endeavors in furthering the cause of recreation and parks." DeFranco has initiated a professional interest section within the VRPS, designed and organized a mini-conference for employee recreation representatives and recruited new members for the VRPS. He has been with Xerox since 1974.

**Carol A. Gott** is the new director of recreation, Burns Harbor Activity Association, for Bethlehem Steel Corporation in Chesterton, Indiana. She has been recreation supervisor at Burns Harbor since January 1976 and was formerly employed by the Valparaiso (Indiana) Park District Department. Gott replaces **John Bowman** who has assumed greater responsibilities in Bethlehem Steel and will continue as a member of the NIRA Board of Directors.

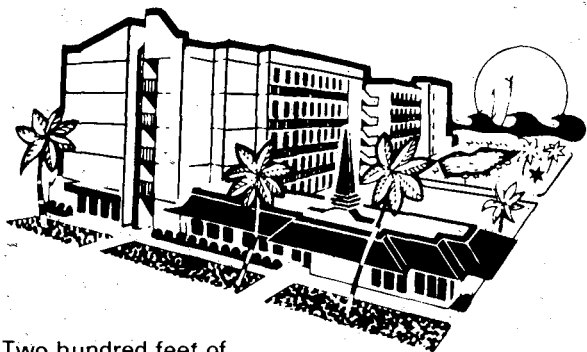
**Larry Lemme** of the Energy Research and Development Administration (ERDA) has been reelected President of the League of Federal Recreation Associations (LFRA). Under his leadership, the 80-member LFRA recently became a full membership NIRA Industrial Recreation Council. (See this month's "Organization Profile".)

**Allan W. "Pete" Webb** is the new vice president and managing director of the Happy Dolphin Inn. He will also oversee the adjoining Happy Dolphin Shopping Village and the Plantation Inn of Crystal River, Florida. Webb was formerly with Sheraton Inns, Inc.

**Pam Whitehouse** is the new employee activities administrator at Continental Illinois National Bank in Chicago. She replaces **Marge Keane** whose promotion to senior seminar-convention coordinator we reported in October 1976.

RM

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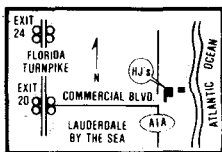


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## about our members . . . **nira news**

### **GLAAIRC sets '77 directions**

The Greater Los Angeles Area Industrial Recreation Council (GLAAIRC) recently used the group "brainstorming" technique to help set the directions for its 1977 program. With President **Dan Archibald** (Xerox) coordinating the exercise, members offered over 25 topics for consideration. Each member then ranked ten items from the larger list which he/she would especially like to see covered in the 1977 program. Individual rankings were then tabulated and listed in order of descending interest. The resulting list of varied topics composes the new year's program of GLAAIRC educational topics:

- Jan/ Motivation and Participation
- Feb/ Communications and Publicity
- Mar/ Sources and Ideas Exchange
- Apr/ Marketing Programs
- May/ Legal Commitments
- Jun/ Group Travel
- Jul/ Budgets and Financial Planning
- Aug/ Price Shopping and "Muscle Flexing"
- Sep/ Program Sharing
- Oct/ Region VII Conference Analysis
- Nov/ Program Evaluation
- Dec/ Christmas Social Party

With the January meeting, GLAAIRC moved to its new meeting facilities at the Pacifica Hotel, a member of the Atlas Hotel family, and IRC Associate member. Membership in the GLAAIRC stood at 83 by the end of 1976.

### **\$1,000 income from waste paper**

An employee recreation association in Colorado has found a new source of recreation funds, quite literally lying around the office.

The Mountain States Regional Office Activities Association of State Farm Insurance in Greeley has discovered that recycling waste paper is as good for the recreation budget as it is for the environment. Employees at the Regional Office drop high grade waste paper into specially designated "Waste Not" containers. According to Assistant Supply and Communications Supervisor Gary Sigmon, that simple effort has netted 44,280 pounds of reusable paper — the equivalent of 374 trees.

Only certain kinds of paper qualify for the recycling system. Employees were notified which items to save for the "Waste Not" campaign and which ones to discard in regular waste baskets. The on-the-spot sorting saved the office mail and fabrication staff between thirty and ninety minutes daily in paper sorting time. The benefits of employee efficiency and thoughtfulness were turned back to the employees through their activities association. The recreation fund was \$1,000 richer after the first nine months of the program.

### **Sea World opens marine school**

For the third year, students from kindergarten through college may learn about the oceans of the world and their inhabitants first hand, under the Sea World of (Orlando) Florida Exploration Breach Program. The major goal of Exploration

Breach is to provide visiting students with a spontaneous and entertaining atmosphere in which to explore the marine world.

Two of the special educational shows compare the adaptations of aquatic animals such as the killer whales, gentle dolphins, sea lions and otters with their counterparts on land. Other educational shows cover the behavior and training of marine mammals. Students learn how animals learn, what techniques trainers use to teach performing animals, and the part that sight and sound play in animal communications. The program also includes a multimedia presentation at Sea World/Florida's Fountain Fantasy Theatre and living exhibits of marine life, including penguins.

Since the available educational sessions are adapted for specific grade levels, groups planning to attend should visit on the day that corresponds to their grade levels. Reservations are required. Shows for grades seven through twelve are



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held Monday and Friday. Shows for grades six and under are Tuesday, Wednesday and Thursday. Alternate days are possible. College groups are scheduled at the time of reservation. When making reservations by

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**continued  
on following page**

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arrival time, name of school if any, contact phone number, group leaders' names and home telephone numbers, number of students in the group and their grade level.

The cost of the program is \$1.00 per student for kindergarten through grade twelve, with ten or more persons attending. For college level classes, the cost is \$2.00 per person for groups of ten or more. The programs begin at 9:00 a.m. and last until 1:00 p.m.

The Exploration Breach all-day program cost is \$2.00 per visitor through grade twelve and \$3.00

each for college students. The all-day program contains all educational shows as well as the general public shows and attractions. In April, May and June rates are slightly higher.

For full information and reservations, call or write: Education Division, Sea World of Florida, 7007 Sea World Drive, Orlando, Fla. 32809 — Phone (305) 351-3600.



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## Del Webb signs \$9M OTC pact

NIRA-member Del Webb Travel Company recently signed a \$9 million OTC contract with United Airlines. Under the contract, the Del Webb World Travel Company will operate more than 300 charter flights with United. Some of the flights will carry travelers from eastern and southern cities to Las Vegas. Others will operate from Los Angeles and San Francisco to Hawaii. Eighteen cities of origin will be involved.

All of the OTC charters involved in the Las Vegas tours will feature deluxe hotels. Costs start as low as \$219 per person, based on double occupancy. They include the usual ground arrangements as well as several show options. Additional ground packages are also available. The first Las Vegas departures under the new agreement left in late January.

## Sooperdooper Loo<sup>per</sup> is "untopable"

Hersheypark has joined the escalating war of the roller coasters with its own dizzy entry, the SooperdooperLooper. In its bid to capture the lead in the undeclared thrill ride contest, the Hershey, Pennsylvania theme park has imported the European Looper which literally turns riders upside down as it travels around an egg-shaped loop at speeds up to 66 feet per second. NBC News has called the Looper "untopable."

The HERCO, Inc. board of directors has also approved plans to construct a new zoological attraction called ZooAmerica at the site of the former Hershey Zoo. It is scheduled to open with Hersheypark's 1978 season. The new ten-acre area will feature five "biotic zones", designed around North American plants and animals. Two hundred specimens



rom 35 species will be grouped according to the area of North America from which they originate.

Hersheypark will open this year on May 8.

**NIRA Newsnotes . . . Busch Gardens** in Los Angeles has been converted into a sales promotion facility for Anheuser-Busch beer products. The park will include a boat ride, displays of bird and animal life, two theatres, shops, and a monorail brewery tour. Admission will be free

. . . **Babcock & Wilcox** Power Generation Group, a NIRA company member in Barberton, Ohio, has introduced a new tennis racket under the Dunlop trademark. A product of the B&W Advanced Composites Department, the new racket is formed by compression molding with a polyurethane core. It's outstanding feature is its light weight . . . **Marriott Hotels** is moving

into the Middle East, with two new properties. The NIRA-member chain will construct a hotel and

resort center in Kuwait City, Kuwait and will operate a luxury hotel in Amman, Jordan . . . **Good Deals Magazine** began the new year with its fifth issue. It lists complete details of hundreds of low-cost charter flights and tours. Articles on other travel activities are often included. Subscriptions to the bi-monthly magazine cost \$6.00 annually. For more information write: Publisher, Good Deals, Inc., 1116 Summer St., Stamford, CT 06905. rm



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See story, page 44

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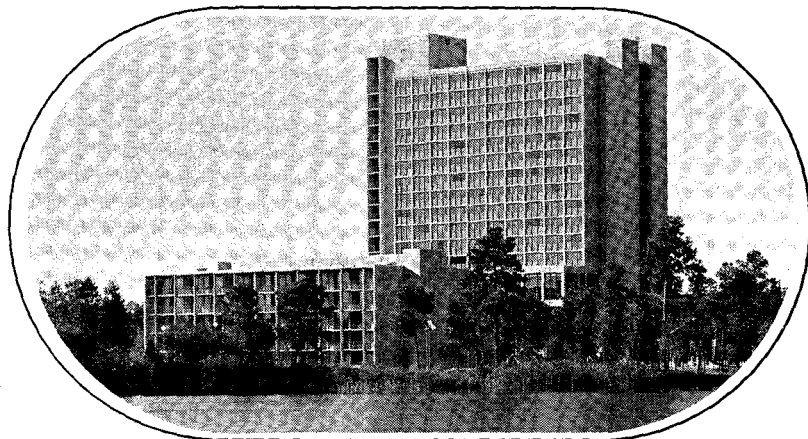
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Noah Webster (1758-1843). Father of lexicography and inspiration for founding of our company.

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CIRCLE READER SERVICE CARD NO. 53

# news in brief

## Society promotes handicapped tours

A small group of travel agents met in Boston last December to form the Society for the Advancement of Travel for the Handicapped (SATH). The group's announced goal is to make travel more acceptable and accessible for millions of handicapped Americans.

At their initial meeting, SATH members discussed the need for proper facilities for the handicapped, especially in public transportation and accommodations. They agreed upon the promotion of

such improvements as an essential goal for their new organization.

The group also discussed selling travel options to the handicapped market, but insisted that its efforts are not directed toward exploiting handicapped travelers.

Acting executive director of SATH Murray Vidockler suggests that every major hotel, carrier and travel planner investigate SATH membership. The Society already claims members in 17 states and three foreign countries. For more information, write: SATH, c/o Murray, Vidockler, 26 Court St., Brooklyn, NY 11242.

## ABC approves new bowling surface

The traditional wood bowling lane may be replaced by a new synthetic surface in some bowling centers. The American Bowling Congress (ABC) recently approved a new lane surfacing material after extensive testing in two Milwaukee bowling centers.

Manufactured by both General Electric and AMF Voit, the synthetic has a simulated grain surface that resembles natural wood. It is backed with a high impact material. Lanes of the new material are maintained with periodic applications of lane dressing, but do not require the sanding and resurfacing necessary with wood lanes. All the standard markings of wood lanes are imprinted in the new surface.

The first commercial installation of the new surface, trade named Textolite by General Electric, will be in a new 24-lane bowling center in Peoria, Illinois.

**News Briefs** . . . Shooting and fishing clubs may be interested in new "Identi-I-Cards" which help identify waterfowl and fish, and show how to field dress deer. The information is printed and illustrated on 4 x 6-inch plastic laminated cards. The waterfowl and fish packs contain nine cards each and sell for \$8. The single deer field dressing card costs \$1. For more information, contact Barcum House, 1919 Briarcliffe Blvd., Wheaton, IL 60187

. . . **1977 Golden Age and Golden Eagle Passports** are now available from the National Park Service. The free Golden Age Passport admits people 62 or older and those accompanying them to many national parks and historical/recreation areas. It also entitles holders to fifty per cent discounts on federal "use" fees and is good for a lifetime. The \$10 annual Golden Eagle Passport permits its carrier and accompanying visitors to enter federal entrance fee areas at no cost. For further information, contact federal fee areas, regional Park Service offices or the National Park Service, U.S. Department of the Interior, Washington, D.C. 20240 — Phone (202) 343-110

. . . To help your employee travel groups abroad, you may want to order the Customs Bureau's free 30-page booklet, "**Know Before You Go**". It describes duties, import restrictions, etc. For a copy, contact your local Office of the Regional Commissioner, Bureau of Customs. It is listed in the phone book under U.S. Government — Department of the Treasury . . . Fitness directors may be interested in a **spring study trip** to the USSR. The Institute of Comparative Physical Education has announced its fourth annual trip for recreation and fitness specialists. Participants will study at the Soviet Union's National Institute of Sport and Physical Education in Moscow for three weeks, beginning May 29, 1977. The \$1195 cost includes tuition (six credit hours), meals, accommodations, air and land transportation, sightseeing and cultural events. For more information, contact The Institute of Comparative P.E., Loyola Campus, Concordia University, 7200 Sherbrooke St., W., Montreal, Quebec H4B 1R6 — Phone (514) 482-0320, ext. 733

. . . Bowling Green State University will hold a **recreation workshop** entitled "Up-Date in Recreation and the Leisure Sciences", June 12-17, 1977. Three undergraduate credit hours or non-credit enrollment are possible. For a brochure, write: Office of Continuing Education, BGSU, Bowling Green, Ohio 43403. The registration deadline is May 15, 1977.

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January 15, 1977, is the beginning of *SAN JUAN 7*, an 8-day and 7-night package to tropical San Juan introduced by 3 of America's most prestigious and reliable travel specialists. *SAN JUAN 7* will run for 14 consecutive "in-season" weeks (Saturday to Saturday) . . . the very weeks your clients want to go to San Juan.

There's a marvelous flight down and back on an American Airlines 747 Luxury Liner, with an open bar, delicious first-class meals, and lots of American's famous courteous service.

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For more information about our program and a colorful brochure, just fill in the coupon or call toll free: 1 (800) 225-8922 Northeast. Other areas 1 (800) 225-8711.

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# NIRA Travel Survey

How and where in the world  
our members send their employees

**E**MPLOYERS across the country are sending their employees packing — on company sponsored trips. Travel that ranges from local “day-hops” to extended tours abroad has become one of the most popular segments of many employee recreation and services programs. Recently, NIRA surveyed its organization members about their 1976 employee travel programs. Full results of the multi-part survey are available from the NIRA office. Several general findings will be of interest to all members.

## WHO TRAVELS

Of the nearly 1,000 companies contacted, 348 responded by the survey deadline. Although the respondents represented a full range of large and small companies, the majority came from small to moderately-sized employers (Table 1).

Of those who responded, 98 companies, over 28% of the total, indicated they offered some travel benefits to

their employees. It is from this group that we gathered some interesting information about current employee travel programs.

Because some respondents did not answer all questions in the survey, responses in some sections do not total 98. Even so, the distribution of responses in each section provides a meaningful impression of our members' travel programs.

**TABLE 1 — Companies responding to the survey**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Number not given
No. of respondents	138	109	33	39	29

## SCHEDULING TRIPS

A majority of respondents, 46, indicated that they plan their travel programs on an annual basis and make complete announcements to their employees about the year's offerings (Table 2). Another large portion of the group, 40 members, said they do not make annual travel program announcements. The vast majority showed that they accept additions to their travel agenda throughout the year (Table 3). As shown later, ideas for

these additional destinations, like those for originally scheduled trips, come from a variety of sources.

In many companies, the recreation administrator, because he or she deals in travel planning, becomes a source of travel information and advice for employees planning individual trips. Whether in an official or an unofficial capacity, over 55% of the respondents said they advise employees on their individual travel plans (Table 4).

**TABLE 2 — Travel program announced annually, with entire year's destinations?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	1	14	12	19	46
No	7	17	4	12	40
No response	1	9	1	1	12
	9	40	17	32	

**TABLE 3 — Would you add destinations throughout the year?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	6	36	10	24	76
No	2	3	6	5	16
No response	1	1	1	3	6

**TABLE 4 — Do you advise employees on individual travel packages or offers?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	6	21	8	19	54
No	2	18	8	11	39
No response	1	1	1	2	5

## DETERMINING DESTINATIONS

NIRA companies use a variety of decision makers in determining their travel destinations (Table 5). Although choices are most likely to be made by either the recreation administrator alone or by the administrator and/or a travel committee, several other sources may also be consulted. In a few cases, another staff

member, possibly the administrator's superior, makes the decision. In another small group of companies, travel agents or other outside agents may make the destina-

continued on following page



## NIRA Survey continued

tion decision.

The largest portion of travel packages offered to employees of NIRA companies falls into the medium-priced range, according to respondents' estimates (Table 6). Of all packages offered, 72, or 45%, fell into this

range. Another 50, or just over 31%, were called "economy" tours by the recreation administrators. Thirty-eight tours, or 20% of the offerings, were termed "deluxe" by employee travel planners. Clearly, some companies offered tours in more than one price range.

**TABLE 5 — Who makes the travel destination decision?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Recreation Director	4	27	8	19	58
Other Staff Member	2	7	6	4	19
Committee	4	23	7	18	52
Travel Agent	—	6	5	6	17

**TABLE 6 — Packages selected**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Deluxe	2	15	7	14	38
Moderate	6	25	13	28	72
Economy	5	17	10	18	50

### BUILDING TRAVEL PACKAGES

It appears that our members depend upon travel agents and tour operators to assemble more than half of their travel offerings (Table 7). The recreation administrators and/or their staff and committee colleagues have a hand in nearly half of the packages they offer (Table 8). More detailed results might show that recreation directors depend upon agents to put together some more extended or complex tours, while they handle others — perhaps those closer to home — by themselves.

Regardless of who puts together travel packages, our

members are comparison shoppers for the services of travel professionals. Fewer than 19% of the respondents, only 18 companies, rely on just one agent or operator (Table 9). Well over half of the respondents take competitive bids for their travel business (Table 10), although most apparently do so in an informal fashion (Table 11). Before committing to travel agents and tour operators, over half of our members conduct credit checks to protect their employee travelers and the integrity of their programs (Table 12).

**TABLE 7 — Are your travel packages put together only by a travel agent/tour operator?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	4	25	12	17	58
No	3	12	5	14	34
No response	2	3	—	1	6

**TABLE 8 — Is the package ever put together by you/ staff/ committee?**

No. of employees	Under 1,000	1,001—5,000	5,001-10,000	Over 10,000	Total
Yes	3	18	6	19	46
No	3	18	11	12	44
No response	3	4	—	1	8

**TABLE 9 — Is travel always booked with the same agent/ operator?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	2	6	4	6	18
No	5	31	13	25	74
No response	2	3	—	1	6

**TABLE 10 — Are packages selected on the basis of bids from at least two competitors?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	4	22	8	20	54
No	3	16	9	10	38
No response	2	2	—	2	6

**TABLE 11 — Is a prepared bid form sent to suppliers?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	1	5	3	7	16
No	6	33	14	22	75
No response	2	2	—	3	7

**TABLE 12 — Do you conduct a credit check on potential suppliers?**

No. of employees	Under 1,000	1,001—5,000	5,001—10,000	Over 10,000	Total
Yes	2	21	9	19	51
No	4	17	8	11	40
No response	3	2	—	2	7

## WHERE THEY GO

Travel destinations for the employees of NIRA companies range over the world (Table 13). As might be expected, the variety and range of destinations grows as

the size of responding companies increases. Companies with fewer than 1,000 employees usually restrict their

continued on following page

## NIRA SURVEY continued

travel to nearby places. Many of these local attractions were not covered by this survey. Of the categories covered here, smaller companies chose Las Vegas most frequently. The gambling capital was a popular destination for employees in all companies, as were the Caribbean and Hawaii. With the growth of One-stop Tour Charters (OTC's) and similar arrangements which do

not require large groups of affiliated travelers, NIRA expects more small employers to offer a variety of travel destinations. As Table 13 indicates, our largest members send employees — often in large groups — to destinations around the country and the world. Some have even moved into the more exotic areas, including Africa, the Far East and the USSR.

**TABLE 13 — TRAVEL DESTINATIONS, 1976**

No. of employees	Under 1,000		1,001—5,000		5,001—10,000		Over 10,000	
	Trips/yr	Average emps/trip	Trips/yr	Average emps/trip	Trips/yr	Average emps/trip	Trips/yr	Average emps/trip
Caribbean	1	9	14	48	6	63	18	60
Central America	—	—	1	25	1	10	—	—
Canada	—	—	1	40	1	50	5	111
Hawaii	1	30	21	59	8	110	35	68
Disney Attractions	—	—	4	53	2	27	—	—
Las Vegas	4	37	11	98	7	96	21	114
Cruises	1	—	8	23	2	15	7	65
Middle East	—	—	—	—	—	—	—	—
South America	—	—	2	9	—	—	3	54
River Rafting	—	—	—	—	—	—	—	—
Domestic U.S.	1	30	29	47	8	155	39	73
Africa	—	—	—	—	—	—	2	40
Europe	—	—	18	36	9	42	41	54
Far East	—	—	—	—	1	30	1	71
Mexico	—	—	7	28	3	20	10	49
Other Destinations	—	—	—	—	—	—	8	24

RM

### DO YOU KNOW

Who has sent employee travel groups to Africa?

WE DO

Sometimes, it helps to talk with someone who has been there.

For first hand advice, write or call NIRA.

*Members helping members through NIRA Consulting Services*

# Government/industry team promotes employee recreation

**G**OVERNMENT and industry entered a new partnership in the interests of employee recreation in the Canadian province of Nova Scotia recently. Representatives of more than sixty businesses, industries and governmental agencies attended a conference on industrial recreation in the provincial capital of Halifax, November 30 through December 2, 1976.

The conference, entitled "Employee Recreation — An Investment in Your Company's Human Resources", was the first such gathering to be called by the government of Nova Scotia. The sessions were sponsored jointly by the provincial Department of Recreation and Department of Development.

Conference Coordinator **Nelson Ellsworth**, the Recreation Departments' Community Recreation Coordinator, said that the two departments share an interest in industrial recreation, since Recreation is involved in the leisure activities of employees and Development is concerned with industrial growth in the province.

"Our main objective was to invite Nova Scotia business and industry representatives to discuss and examine the benefits, scope and programming techniques in employee recreation," Ellsworth said after the conference.

Among the delegations at the conference, many included representatives of both management and the employee force. Four provincial governments other than Nova Scotia were also represented. Resource material from the conference was sent to all Canadian provinces.

Conference organizers were particularly struck by the consistency of attendance at all sessions, from the workshops on "How to Develop Employee Recreation Services" to individual fitness evaluation tests. The latter were conducted for each conference delegate by staff members from the Halifax YMCA and Dalhousie University's Fitness Institute.

NIRA President **Michael Fryer** delivered the keynote address at the opening of the conference. He said that

employees have certain needs such as "affiliation, esteem, and self-actualization" which can be met through industrial recreation.

"Recreation offers employees an opportunity to utilize excess energy constructively through exercise which promotes physical fitness," said Fryer. "It can make their lives more fulfilling by occupying their leisure hours in hobbies, crafts, or social events," he added. Fryer further explained that company sponsored recreation offers employees another opportunity for personal recognition and helps foster team spirit and company loyalty.

The Provincial Development Minister, A.M. Sandy Cameron, told conference delegates that recreation can bring labor and management closer together.

"Our efforts must be directed to persuading both employer and employee that industrial recreation can be another step toward improving labor/management relations, which will in turn result in increased productivity for Nova Scotia," Cameron said.

Hugh Conrod, Deputy Minister of the Provincial Department of Recreation, spoke on a positive vein in his address.

Said Conrod, "Recreation services should not be looked upon as a company expense, but as a sound investment in any company's future. Every dollar business and industry invests in recreation programming for its employees can be significantly measured, not only in the manner in which it helps build morale, but also through productivity and personal enrichment."

**William DeCarlo**, (Xerox — Rochester), Past Chairman of NIRA, explained various programming and financing options for employee recreation. An employer must analyze employees' recreation needs, he said. Although different programs will be appropriate for

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continued on following page

## Nova Scotia Conference continued

different employee groups, he noted, all should boost morale, encourage potential leaders, and promote better employee performance.

Other speakers and session leaders discussed employee physical fitness in business and industry. Among them, Russ Kisby, Vice President of Participation, used slides to depict the lack of good fitness and health attitudes among Canadians. He said that business and industry can play a significant role in education in this area through the initiation of employee fitness programs.

**A. Murray Dick**, Manager of Employee Recreation at Dominion Foundries and Steel Ltd. in Hamilton, Ontario, outlined his company's richly varied and sophisticated employee recreation program. Bill Spurr, regional coordinator for the Nova Scotia Department of Recreation, followed Dick's presentation with an outline of the services available through the Department to assist business and industry in the development of recreation programs.

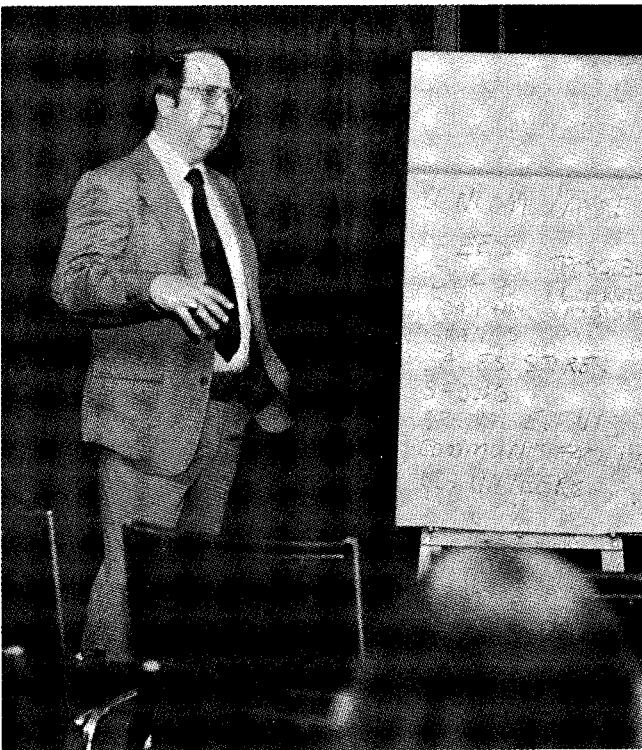
Conference Coordinator Nelson Ellsworth set the future direction from the conference during his summation address to the gathering.

"The question we must now address ourselves to is 'where do we go from here?' " said Ellsworth. "We have begun the involvement process through attendance at this conference," he added. "It is of prime importance to continue that involvement when we return to our respective work environments.

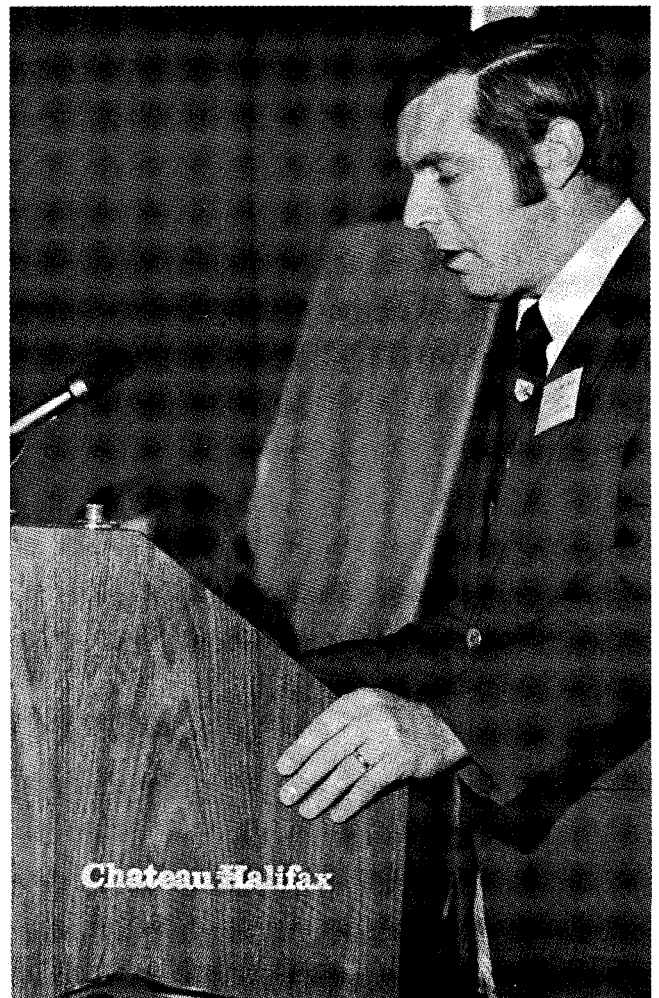
"In planning for the future," Ellsworth continued, "it is best that we evaluate, with both worker management representatives, the pros and cons of the employee recreation program option, and the best ways to develop a plan of action tailored to fit a company's needs and resources."

Ellsworth indicated that the provincial Department of Recreation is prepared, through regional offices and other staff resources, to help Nova Scotia business and industry develop employee recreation.

"We are approachable," he assured delegates. "I believe the challenge is open to all of us as we leave this conference is to seek answers to some of the questions presented here, and to utilize the resources, not only of the Department of Recreation, but also of municipal recreation directors and other community resource people to help bring about a comprehensive employee recreation theme."



Above: NIRA Past Chairman William DeCarlo (Xerox — Rochester) discussed program financing options. Right: Hon. A.M. Sandy Cameron, Minister of the Nova Scotia Department of Development, told delegates that recreation can help improve labor/management relations.







Looking over the conference agenda, left to right: Deputy Minister of Nova Scotia Development Les Single, Conference Co-Chairpeople Sandy Baillieul and Nelson Ellsworth, NIRA President Michael Fryer, and Deputy Minister of Nova Scotia Department of Recreation W.H. Conrod.



Conference delegates learned first hand about fitness testing.

RM



by  
**Melvin C. Byers, CIRA**  
**NIRA Consultant**

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575. The NIRA staff will provide a direct response, often with supplemental materials and referrals. Questions and answers of general interest are condensed for the "Ideas Clinic".

**Q.** *I am new to this recreation job and am still feeling my way along. It would be very helpful if I knew more about what others in my position actually do: what responsibilities they have, how they fit into their companies' organizational structures and so forth.*

**A.** There is a great variety in responsibilities — not to mention official job descriptions — among recreation directors. "Recreation Director" is not an accurate title for many practitioners in our field. "Personnel Activities Coordinator" would be more descriptive of many of them. Other titles such as "Company Club Manager", "Human Relations Coordinator", "Employee Services Director", and many others may also apply.

A recreation administrator is often required to wear many different hats for the company. He or she may be an employment manager, training director or labor relations director who doubles as a recreation leader. Recreation duties may even slip into a personnel specialists' category, before they are formalized in a job description. As recreation programs grow and gain the support of management, a full-time administrator will eventually become necessary. Usually, it is only when a company is large and committed to its recreation program that we find a full-time recreation director who is hired exclusively to organize employee activities. Of course, there are notable exceptions to this rule in several progressive smaller companies in the country.

Just as the scope of recreation administrators' jobs varies greatly, so do the number and range of their programs. Some are responsible only for organizing company ball teams. Others manage extensive recreation/services programs with budgets totalling hundreds of thousands of dollars annually. Most fall somewhere between these two extremes.

A partial list of services administered by our members includes:

**Sports and Physical Fitness:** Intramural and industrial league teams, sports banquets, a score of different special interest sports clubs, physical fitness testing and training, stop-smoking and other health clinics

**Social and Cultural Activities:** Travel programs ranging from day-hops to tours abroad, children's parties, hobby clubs, craft shows, feature film programs, drama and choral groups, service and retiree clubs, dances, picnics, entertainment attractions and theatre outings

**Employee Benefits:** Employee group insurance, retirement counseling, credit union, savings bond sales, discount programs for merchandise and services, company store, tuition reimbursement and education programs, new employees orientation, suggestion system, awards program, employee information center, emergency relief and personal aid programs

**Community Services:** Blood donations, charity drives, facilities and activities sharing, liaison with community groups, civic assistance programs, Industrial Recreation Council affiliation

**Company Communications:** Company and recreation newsletters, bulletin boards, public address system, signs and displays, meeting arrangements

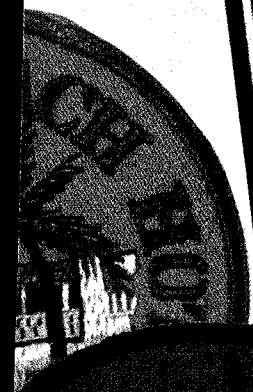
Since formal recreation programs are relatively new to many companies, management may be uncertain about what recreation/employee services can and should do. The growth of your individual responsibilities as a recreation director may depend upon the direction and programs you establish. Talk with other recreation directors, especially those from companies similar to yours, for suggestions. We will put you in touch with NIRA members who can tell you about their experiences.

RM

# Africa<sup>7/78</sup>

KENYA/TANZANIA/ZAMBIA/EGYPT  
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Morning arrival in London. Day room provided at the Excelsior Hotel. The hotel bus will transport you from and to Heathrow Airport at no charge.

1830 Depart London for Lusaka, Zambia, on Zambia Airways flight QZ 808.

## DAY THREE - WEDNESDAY - LUSAKA/ KAFUE NATIONAL PARK

0730 Arrive Lusaka International Airport. Met and transferred to Domestic Terminal for flight QZ 444, departing at 0900 hours for Ngoma Lodge, Kafue National Park.

0955 Arrive Ngoma Airstrip and transfer to Ngoma Lodge for overnight. Afternoon game viewing.

## DAY FOUR - THURSDAY - KAFUE NATIONAL PARK

Early morning pre-breakfast game viewing by Landrover.

Nocturnal drive and overnight.

## DAY FIVE - FRIDAY - KAFUE NATIONAL PARK/ LIVINGSTONE

Early morning on-foot Safaris and game viewing by Land rover. Transfer to airstrip for QZ 444 to Livingstone at 1025.

1110 Arrive Livingstone and transfer to Intercontinental Hotel. Afternoon visit to Livingstone National Museum and Riverside Drive, Must-Oastinya Zoological Park. Overnight at Intercontinental Hotel.

## DAY SIX - SATURDAY - LIVINGSTONE

Early morning visitation to Victoria Falls and Knife Edge Bridge. Visit to MUKUNI Village. Afternoon visit to Maramba Cultural Centre and Sundowner Cruise. Return to Intercontinental Hotel for overnight.

## DAY SEVEN - SUNDAY - LIVINGSTONE/ SOUTH LUANGWA

Early morning transfer to airport for flight to Mfuwe, South Luangwa via Lusaka. Arrive Mfuwe and transfer to Lodge. Afternoon game viewing drive. Overnight at lodge.

## DAY EIGHT - MONDAY - SOUTH LUANGWA NATIONAL PARK

Pre-breakfast game viewing drive. Afternoon transfer to Chichele Lodge. Overnight at lodge.

## DAY NINE - TUESDAY - SOUTH LUANGWA NATIONAL PARK

Early morning on-foot Safari in the vicinity of Chichele Lodge. Nocturnal tour. Overnight at lodge.

## DAY TEN - WEDNESDAY - SOUTH LUANGWA/ LUSAKA

Mid-morning transfer to Mfuwe. Lunch. Transfer to airstrip for flight to Lusaka. Arrive and transfer to Intercontinental Hotel. Overnight in Lusaka.

## DAY ELEVEN - THURSDAY - LUSAKA

0930 Lusaka City Tour.

1430 Munda Wanga Gardens and Snake Park tour. Overnight.



## DAY TWELVE - FRIDAY - LUSAKA/NAIROBI

1730 Depart Intercontinental Hotel for Lusaka International Airport on QZ 510 at 0930 hours for Nairobi, Kenya.

325 Arrive Nairobi. After clearing Kenyan Customs and Immigration formalities, met and transferred to the New Stanley Hotel. Rest of day at leisure.



at leisure. Overnight at the New Stanley Hotel.

## DAY TWENTY - SATURDAY - NAIROBI/LONDON

Day at leisure or last-minute shopping. Transfer to Nairobi Airport for late evening departure for London by British Airways.



## DAY TWENTY-ONE - SUNDAY - LONDON/MONTREAL OR NEW YORK

Arrive London early morning and re-connect for return flight to Montreal or New York on Air Canada/British Airways. Full inflight service. Arrive Montreal or New York late afternoon.

## DAY THIRTEEN - SATURDAY - NAIROBI

A City Tour in the morning, including a visit to the National Museum, Snake Park and Aviary.

Afternoon visit to the Bomas of Kenya to watch traditional African dancing and music, including a visit to the homesteads of the 16 ethnic groups that make up the population of Kenya.

## DAY FOURTEEN - SUNDAY - MASAI MARA

Leaving Nairobi you will go via Narok to Masai Mara Game Reserve, noted for its large and varied herds of animals including the black-maned lion. Overnight at Mara Serena Lodge or Keekorok Lodge.

## DAY FIFTEEN - MONDAY - SERENGETI

After a game drive in Mara Reserve, where large prides of lion and other species of game roam freely, you will cross into Tanzania's famous Serengeti National Park where Prof. Bernard Grimzek's "Serengeti Shall Not Die" was filmed. Overnight at Fort Ikoma Lodge, Lobo Lodge or Seronera Lodge.

## DAY SIXTEEN - TUESDAY - NGORONGORO

Game viewing tour with a unique opportunity to see and photograph the famous Serengeti lion and an abundance of other game including leopard and cheetah. The Park is noted for massive migrations of wildebeeste, zebra and gazelle, a continuous all-year round movement. After lunch drive via Olduvai Gorge, home of neolithic man, to Ngorongoro for overnight at either Wildlife Lodge or Crater Lodge.

## DAY SEVENTEEN - WEDNESDAY - LAKE MANYARA

Descend 2,000 feet to the 80 square mile floor of the crater for a tour of one of the greatest concentrations of game set against a backdrop of unsurpassed natural scenic grandeur. In the afternoon, continue to Lake Manyara National Park, noted for herds of buffalo and zebra as well as the famous tree-climbing lions. Overnight at Lake Manyara Lodge or New Arusha Hotel.

## DAY EIGHTEEN - THURSDAY - AMBOSELI

Tour continues via Arusha where you will see the colorful Masai market and then back across the border into Kenya. Enter Masai Amboseli Game Reserve which is noted for lions, rhinos and elephants. The clouds may clear to give you a good view of the majestic dome of the snow-capped Mt. Kilimanjaro (19,340 ft.) Overnight at Lodge.

## DAY NINETEEN - FRIDAY - NAIROBI

A morning game viewing drive in Amboseli with its astonishing variety of wildlife en route to Nairobi. Rest of day

## DEPARTURES 1977

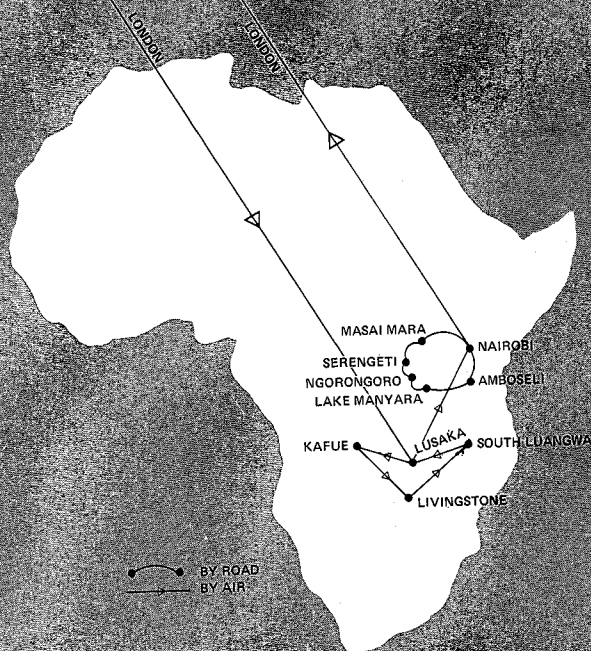
Departure Dates Montreal/New York	Return Dates Montreal/New York
May 23, 1977	June 12, 1977
June 27, 1977	July 17, 1977
July 25, 1977	August 14, 1977
August 22, 1977	September 11, 1977
September 19, 1977	October 9, 1977
October 24, 1977	November 13, 1977

## DEPARTURES 1978

Departure Dates Montreal/New York	Return Dates Montreal/New York
May 22, 1978	June 11, 1978
June 19, 1978	July 9, 1978

## INCLUSIVE TOUR COSTS:

Land Portion 1977 (twin per person) (CDN)	\$1350.00
Land Portion 1978 (twin per person)	\$1450.00
Airfare Montreal/Montreal 14/45 days	\$1113.00
Airfare New York/New York 14/45 days	\$1141.00
Single Supplement	\$ 250.00



# The Zebra Safari/Kenya and Tanzania

## 21 Days



**You are now truly 'ON SAFARI' for the next 21 days. See the highlights offered including the origins of prehistoric man at Olduvai - the great expanses of the Serengeti - Kenya and Kilimanjaro with their snow capped peaks - and the silver sands at the Coast. See Africa Our Way!!!**



For a full and complete safari experience, you need a guide who knows the area and the animals. A good guide will take you to the best places to see the animals and will tell you all about them.

When you go on a safari, you will see many different animals. Some of the most common are the lion, the elephant, the zebra, and the wildebeest. There are also many smaller animals, like the gazelle and the antelope.

One of the best ways to see the animals is on a game drive. This is when you go in a vehicle with a guide and look for animals in the wild. You can see the animals from the safety of the vehicle and you can take pictures of them.

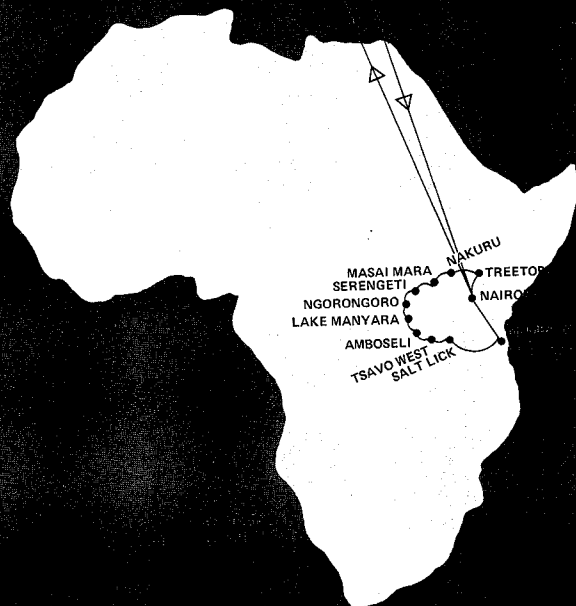
Another way to see the animals is on a walking safari. This is when you go on foot with a guide and look for animals. You can see the animals up close and you can learn a lot about them.

There are many different types of safaris and you can choose the one that is right for you. Whether you want to see the animals from the safety of a vehicle or up close on foot, there is a safari for you.

A safari is a great way to see the world and to learn about the animals. It is a unique experience that you will never forget. So if you want to see the animals in their natural habitat, go on a safari.

There are many different types of safaris and you can choose the one that is right for you. Whether you want to see the animals from the safety of a vehicle or up close on foot, there is a safari for you. So if you want to see the animals in their natural habitat, go on a safari.

There are many different types of safaris and you can choose the one that is right for you. Whether you want to see the animals from the safety of a vehicle or up close on foot, there is a safari for you. So if you want to see the animals in their natural habitat, go on a safari.





# The East African Wildlife Society

## Safari/29 Days

Fully Escorted (Membership restricted to 20 persons) IT7AC1BAAEA3



Support of this fully escorted Safari ensures that some animals will be saved from extinction.

This is a truly high class educational safari with world known personalities lecturing.

See and understand Africa as it should be done whilst you stay in luxury lodges with only the bush stopping at your door-step!

### DAY 1 - SATURDAY - MONTREAL OR NEW YORK/LONDON

Late evening departure from Montreal or New York to London by Air Canada/British Airways 747. Full inflight service.

### DAY 2 - SUNDAY - LONDON

Arrive London early morning. A day room at the Excelsior Hotel. Late evening departure for Nairobi by British Airways jet. Full inflight service.

### DAY 3 - MONDAY - NAIROBI

Arrive Nairobi from London early morning. Transfer to Norfolk Hotel. Remainder of day at leisure. Opportunities for shopping etc. Overnight at the Norfolk Hotel.

### DAY 4 - TUESDAY - NAIROBI

a.m. Visits to the E.A. Wildlife Society Headquarters and the National Museum. p.m. Visit to the Nairobi National Park. Evening cocktail party and dinner at the Norfolk Hotel. Members will have the opportunity of meeting a number of specially invited guests and local dignitaries. Overnight at the Norfolk Hotel.

### DAY 5 - WEDNESDAY - TREETOPS

Nairobi to Nyeri. Lunch at the Outspan Hotel. Afternoon transfer to Treetops for an overnight stay.

### DAY 6 - THURSDAY - MERU NATIONAL PARK

Leisurely drive to Meru National Park via Meru township to Meru Mulika Lodge. The illuminated waterhole situated just in front of the lodge attracts herds of elephants, buffalo and other fascinating game - all visible 24 hours a day from the Lodge's spacious verandahs or your own room. This is Elsa Country.

### DAY 7 - FRIDAY - MERU NATIONAL PARK

Game drives in the morning and afternoon and watch white rhino and other wildlife. Overnight Meru Mulika Lodge.

### DAY 8 - SATURDAY - SAMBURU GAME RESERVE

Nyeri to Samburu/Isiolo Game Reserve. Arrival in time for lunch. p.m. At Leisure. Optional evening game drive. Overnight at Samburu Lodge.

### DAY 9 - SUNDAY - SAMBURU GAME RESERVE

Two full days in the Samburu/Isiolo Game Reserve.

### DAY 10 - MONDAY - SAMBURU GAME RESERVE

Accommodations at Samburu Lodge.

### DAY 11 - TUESDAY - NAIVASHA

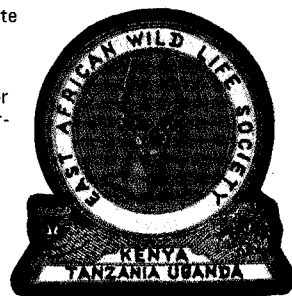
Samburu to Naivasha. Lunch at Naro Moru River Lodge. p.m. Visit to the Aberdare National Park (weather permitting). Overnight at the Lake Naivasha Hotel/Tea Hotel.

### DAY 12 - WEDNESDAY - LAKE NAKURU/NAIVASHA

Visit to nearby Lake Nakuru National Park. Picnic lunch taken. Return in late afternoon to Naivasha/Tea Hotel. After dinner this evening Dr. Celia Kamau will deliver a lecture on Geology of the Great Rift Valley. It is hoped an informal discussion will follow her talk. Overnight at the Lake Naivasha Hotel/Tea Hotel.

### DAY 13 - THURSDAY - NAIVASHA

Full day at Naivasha. Opportunity for boat trips, bird-watch-





ing, etc. Evening visit to nearby Hell's Gate gorge, home of the Lammergeyer and many other spectacular birds of prey. After dinner this evening Prof. T. Odhiambo will deliver a lecture on current conservation problems facing East Africa today. Again it is hoped an informal discussion will follow the talk. Overnight at the Tea Hotel.

#### DAY 14 - FRIDAY - MASAI MARA GAME RESERVE

Naivasha to the Masai Mara Game Reserve. Picnic lunch will be taken. Overnight at the Mara Serena Lodge.

#### DAY 15 - SATURDAY - MASAI MARA GAME RESERVE

Two full days in the Masai Mara Game Reserve.

#### DAY 16 - SUNDAY - MASAI MARA GAME RESERVE

Accommodations at Mara Serena.

#### DAY 17 - MONDAY - SERENGETI NATIONAL PARK

Mara Game Reserve to the Serengeti National Park. Overnight at Ndutu Safari Camp (Tented).



#### DAY 18 - TUESDAY - SERENGETI NATIONAL PARK

Three full days in the Serengeti Area.

#### DAY 19 - WEDNESDAY - SERENGETI NATIONAL PARK

In addition to the local game drives in this exciting area, a visit will be made to the Serengeti Research Institute, allowing members an opportunity of seeing and hearing about the many research projects currently being undertaken by the Institute. Accommodations at Ndutu Camp.

#### DAY 20 - THURSDAY - SERENGETI NATIONAL PARK

Another full day at Ndutu.

#### DAY 21 - FRIDAY - NGORONGORO CRATER

Full day at Olduvai Gorge with a guided tour and lecture by Dr. Mary Leakey. Picnic lunch at Olduvai Gorge. Evening drive to nearby Ngorongoro Crater. Overnight at Ngorongoro Wildlife Lodge.

#### DAY 22 - SATURDAY - NGORONGORO CRATER

Full day spent in Ngorongoro Crater viewing the abundance of birds and wild game that roam the crater floor. Picnic lunch in the Crater. Return to the crater rim during the mid-afternoon for a visit to the Ngorongoro Conservation Headquarters and an address by the Conservator. Overnight at Ngorongoro Wildlife Lodge.

#### DAY 23 - SUNDAY - ARUSHA

After breakfast, we depart for Lake Manyara National Park driving through the tropical rain forest. A special attraction here is the tree climbing lions, where you will see some of the animals lounging 20 feet off the ground, high in the acacia trees. From here we drive to Arusha for lunch. In the afternoon we will visit the home of Dr. Henry Fosbrooke, the author of "Ngorongoro: The Eighth Wonder of the World".

Tea will be served on the lawn overlooking lovely Lake Diluti. Dr. Fosbrooke will talk informally over tea on matters relating to Ngorongoro and the establishment of Tanzania's new capital at Dodoma. Dr. Fosbrooke also lectures for various agencies of the U.N. Henry and Jane Fosbrooke will be our guests for dinner at the New Arusha Hotel where we will spend the night.

#### DAY 24 - MONDAY - TSAVO NATIONAL PARK - WEST

Leisurely game viewing drive to Tsavo National Park. Overnight at Ngulia Lodge.

#### DAY 25 - TUESDAY - TSAVO NATIONAL PARK - WEST

Two full days in Tsavo West National Park. Overnight at Ngulia Lodge.

#### DAY 26 - WEDNESDAY - TSAVO NATIONAL PARK - WEST

During the visit to Tsavo, the largest National Park in the world, a visit will be made to the Park Headquarters to see the day to day running of a Kenya National Park, and one evening a film will be shown on the anti-poaching campaign currently in operation in the park. For those who wish a day excursion to Mombasa can be arranged with lunch at Mombasa Beach Hotel, returning to Ngulia in the evening. Accommodations on both nights at Ngulia Safari Lodge.

#### DAY 27 - THURSDAY - NAIROBI

Return to Nairobi and the Norfolk Hotel.

#### DAY 28 - FRIDAY - NAIROBI/LONDON

Late evening departure from Nairobi to London by British Airways. Full inflight service provided.

#### DAY 29 - SATURDAY - LONDON/MONTREAL/NEW YORK

Depart London noon time on Air Canada/British Airways 747. Full inflight service. Arrive Montreal or New York late afternoon.

#### OPTIONAL

It is possible to stay in Europe or Africa for an additional period of time up to the full 45 day limit of your air ticket. Tours can be arranged in other parts of Africa - details on request.

#### East African Wildlife Society P.O. Box 20110, NAIROBI KENYA

Mr. Tony Lopes of East African Travel Consultants is the Society's representative in Canada and through him publicity has been given to the activities of the Society through radio, TV and talks.

The East African Wildlife Society founded in 1961 is a non-profit, non-governmental agency assisting the three East African republics of Kenya, Uganda and Tanzania in the development of game conservation. During the 1970 to 72 period, accomplished and projected plans amount to \$185,000.00. Membership and interest in the Society is up, there's none other like it in the animal kingdom! But cost and commitment are recurrent and there's always room for one more in the ark. Your readership proves your interest.

The Society has over 14000 members from all parts of the world and we finance projects covering Anti-Poaching Education - Animal Rescue and Research. Every cent that members pay for membership and every cent from donations go directly to projects. NOTHING is taken for overheads which is covered by our trade activities.

East African Travel Consultants offer special safaris for Society members and you are guaranteed an unforgettable experience during your trip.

We welcome you to East Africa.

Yours sincerely,

Michael J. Sawyer  
EXECUTIVE SECRETARY

Arusha, Tanzania

Tour organizers and travel agents throughout the world, especially those with the knowledge and experience of Mr. Tony Lopes, are not only serving their clients but equally the people and the wildlife of the Countries visited by their tours. For the people, fighting a desperate battle to develop their countries in a world of inflation and rising oil prices, benefit from the foreign currency which tourism brings to their hard pressed exchequers. The wildlife equally benefits, for tourism emphasizes its value both to the Governments and the people, and so encourages the efforts being made to control poaching, and the more insidious threat of the encroachment of agriculture and pastoralism into wildlife's natural habitats.

The world famous Ngorongoro Crater, of which I was the first Conservator, forms an excellent example of the mutual benefits of such well organized visits. In the last 10 years the number of visitors has risen from 6,000 to 120,000 per year, thus providing revenue and a considerable amount of employment for the local people. Yet the organization is such that the feeling of solitude and of communion with nature is preserved, so that the sensitive visitor departs with a feeling of spiritual refreshment and of wonder at the grand design of nature.

*Henry Fosbrooke*

Henry Fosbrooke

United Nations Senior Socio-Ecological Consultant

# Kenya Luxury Tented Safari/ 21 Days



On a normal safari, during the day, you drive around the Park in search of wild animals and at night you expect the animals to turn up at the flood lit waterhole in front of the lodge. On a tenting safari you camp where the game has converged and so do the staff accompanying you on this safari. Enjoy relaxed evenings around the campfire with ice cubes in your martini.

## DEPARTURES 1977

Montreal/New York Saturday	Montreal/New York Saturday
LEAVE	RETURN
February 19, 1977	March 19, 1977
July 9, 1977	August 6, 1977
November 12, 1977	December 10, 1977

## DEPARTURES 1978

February 25, 1978	March 25, 1978
July 1, 1978	July 29, 1978

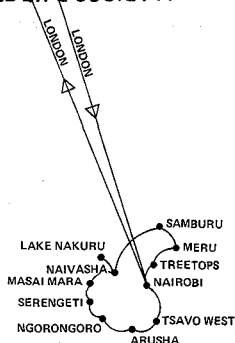
## INCLUSIVE TOUR COST:

Land Portion 1977	CDN	\$2190.00
Land Portion 1978		\$2290.00
Airfare Montreal/Montreal 14/45 day		\$1113.00

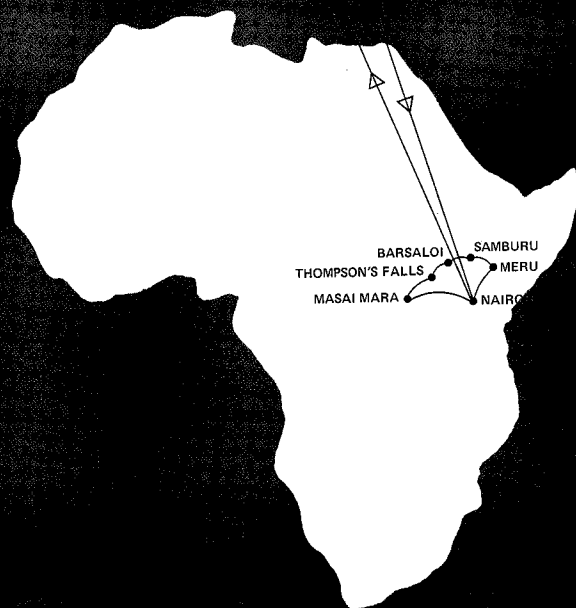
Airfare New York/New York 14/45 day \$1141.00

Single Supplement (where available) \$ 300.00

THIS INCLUDES A DONATION OF \$100.00 PER PERSON TO THE EAST AFRICAN WILDLIFE SOCIETY.



BY ROAD  
BY AIR



HUNTING

# South America/Africa Odyssey

## 38 Days



South America fascinates everyone as much as Africa does and, therefore, three full days have been included in fabulous Rio. Visit Sugar Loaf Mountain, Corcovado and the Beaches of the South Atlantic Ocean. Proceed on to South Africa, Zambia, Malawi, Seychelles, Kenya, Ethiopia and Egypt on this 38 day Odyssey.

### DAY 1 - MONDAY - NEW YORK TO RIO DE JANEIRO, BRAZIL

Arrive New York City from New York via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City.

### DAY 2 - TUESDAY - RIO DE JANEIRO, BRAZIL

Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City.

### DAY 3 - WEDNESDAY - RIO DE JANEIRO, BRAZIL

Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City. Arrive Rio de Janeiro via New York City.

### DAY 4 - THURSDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 5 - FRIDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 6 - MONDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 7 - TUESDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 8 - WEDNESDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 9 - THURSDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 10 - FRIDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 11 - SATURDAY - JOHANNESBURG, SOUTH AFRICA

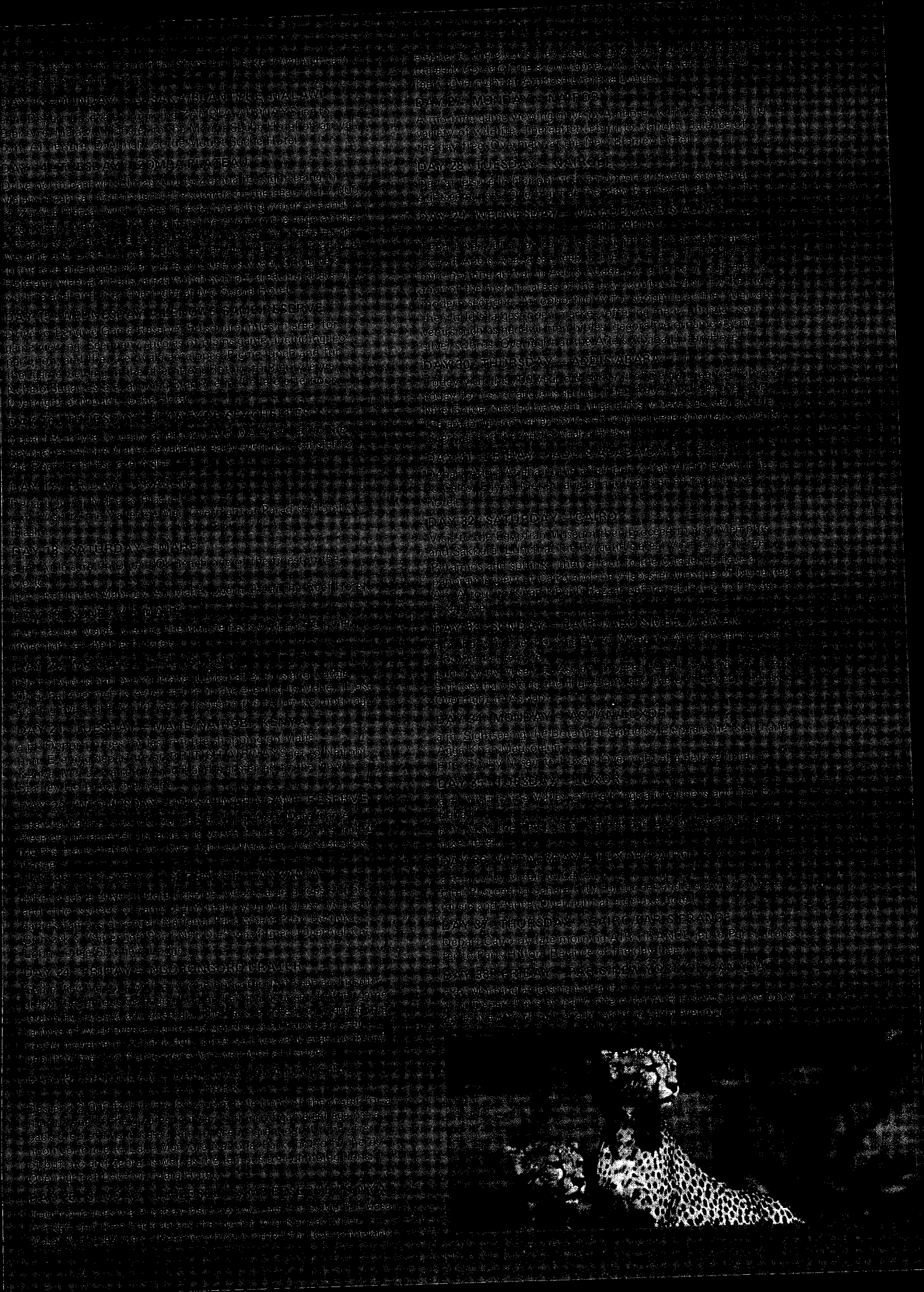
Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 12 - SUNDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.

### DAY 13 - MONDAY - JOHANNESBURG, SOUTH AFRICA

Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City. Arrive Johannesburg via New York City.





## DEPARTURES 1977

Depart Canada/New York	Return Canada/New York
January 25, 1977	March 3, 1977

## DEPARTURES 1978

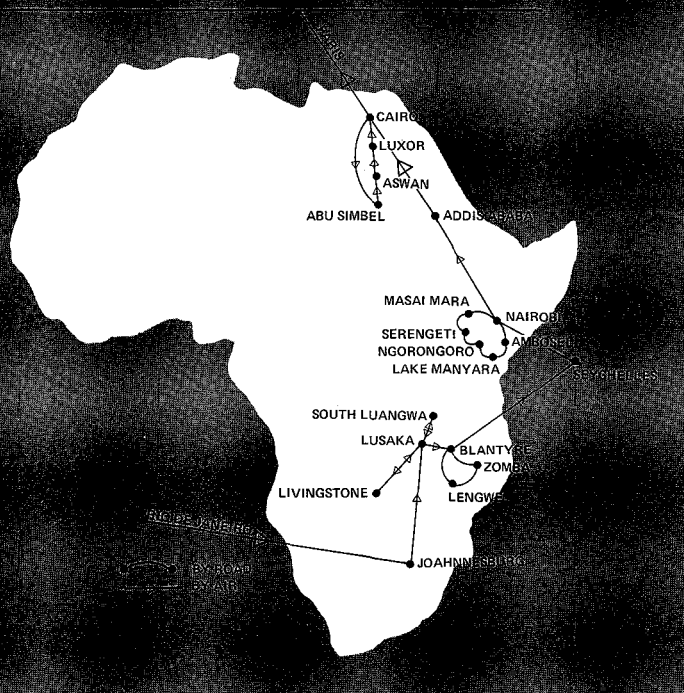
Depart Canada/New York	Return Canada/New York
January 25, 1978	March 3, 1978

## INCLUSIVE TOUR POSTS

Land Cost (low season person) 1977	\$3,550.00
Single Supplement (where available) 1977	\$ 450.00
Land Cost (low season person) 1978	\$3,640.00
Single Supplement (where available) 1978	\$ 500.00

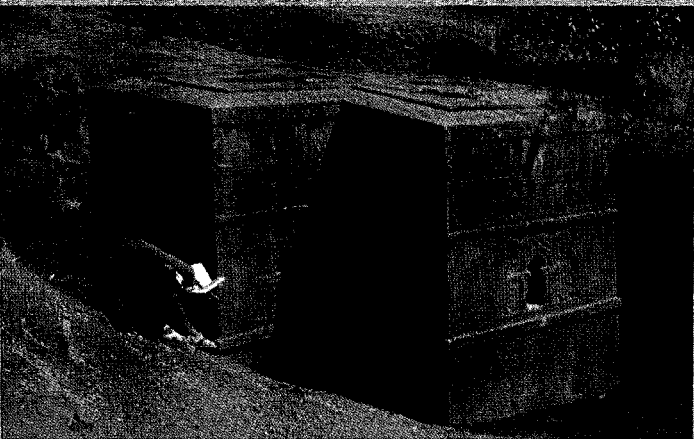
## AIRFARE (1 year open ticket)

Montreal/Montreal	CDN	\$31,174.00
New York/New York		\$23,616.00



# Ethiopia/Egypt— The Nile Antiquity

IT7AC1NAEA1



This tour gives the visitor a deep insight into two of Africa's oldest civilizations - their culture, their history and the magnificent Pyramids and Churches built over the centuries. See the crowns of Ethiopian Emperors and the treasures of King Tutankhamun.

## DAY 1 - SATURDAY - MONTREAL OR NEW YORK/PARIS

Depart Montreal or New York late evening on AIR CANADA or AIR FRANCE wide-bodied jet to Paris. Full in-flight service.

## DAY 2 - SUNDAY - PARIS/ADDIS ABABA

Early morning arrival in Paris (CDG Airport). A day room is provided at Jacques Borel Hotel, an airport hotel. Late evening departure from Orly Airport on ETHIOPIAN AIRLINES jet to Addis Ababa, Ethiopia.

## DAY 3 - MONDAY - ADDIS ABABA

Early morning arrival in Addis Ababa. Met and transferred to the Addis Ababa Hilton, with lunch at the hotel. In the afternoon a 3-hour city tour visiting the "Mercato", Africa's largest marketplace, Menelik Mausoleum and other places of historic interest. Return to the Hilton Hotel for dinner and overnight.

## DAY 4 - TUESDAY - GONDAR

Transfer to Addis Ababa airport for early morning departure to Gondar on ETHIOPIAN flight #230. A brief stop at Bahar Dar permits an excellent aerial view of Tississat Falls and Lake Tana, source of the Blue Nile. Mid-morning arrival in Gondar, met and transferred to Terara Hotel and, before lunch, guided tour to the village of the Falashas, also called the "Black Jews" of Africa, who practice an archaic form of Judaism. After lunch at the hotel, there will be a guided tour of fortifications and castles of King Fasilidas. Visit church of Berhan Selassie with its well preserved medieval wall paintings depicting ancient Ethiopian religious history. Return to the hotel for dinner and overnight.

## DAY 5 - WEDNESDAY - LALIBELA

After breakfast, transfer to the airport for a brief morning flight on ETHIOPIAN flight #320 across the spectacular Semien Mountains to the village of Lalibela. Mid-morning arrival and transferred to the Sebatu Weyira Hotel. Relax at the hotel garden or take a walking tour of the village. Lunch at the hotel. In the afternoon there will be a guided tour of rock-hewn 12th century coptic churches. Dinner at the hotel and a late opportunity to explore some of the subterranean connecting tunnels by torchlight.

## DAY 6 - THURSDAY - ADDIS ABABA

After a leisurely breakfast, transfer to the airport for return ETHIOPIAN flight #231 to Addis Ababa. Met at Addis Ababa Airport and transferred to the Hilton Hotel. Afternoon at leisure in the thermal swimming pool or walking visit to nearby Africa Hall. Dinner and overnight at the Hilton Hotel.

## DAY 7 - FRIDAY - DIRE DAWA

Transfer to airport for a brief early morning flight on ETHIOPIAN AIRLINES #766 to Dire Dawa, situated in desert-type landscape at the foothills of the Ethiopian Plateau. Transfer to the Ras Hotel. Before lunch, there will be a guided tour of this pleasant European-influenced provincial town with its interesting marketplace visited by the Galla and Somali tribes of the surrounding territory. Lunch at the Ras Hotel. In the afternoon a guided tour to medieval walled city of Harrar, 35 miles distant and situated on the escarpment of the Great Rift Valley. Marketplace activity and camel trading is viewed as well as the "Hyena Man" who, at dusk, feeds the wild desert animals from his hand. Return to the Ras Hotel for dinner and overnight.

## DAY 8 - SATURDAY - ADDIS ABABA

After a leisurely breakfast, relax at the lush garden pool or a walking tour of Dire Dawa shopping for "Harrar basketry". Transfer to the airport for a morning ETHIOPIAN flight #767 to Addis Ababa. Met and transferred to the Hilton Hotel, where lunch will be served. The afternoon is at leisure. Before dinner there will be a short guided bus tour of modern Addis Ababa. Dinner of the Ethiopian national dish, "injerra & wot", talla beer and tej mead "tukul" style restaurant. The Masinko minstrels and their centuries-old instrument entertain. Overnight at the Hilton Hotel.



#### DAY 9 - SUNDAY - ADDIS ABABA/CAIRO

Breakfast at the Hilton Hotel. Transfer to the airport for early afternoon departure to Cairo on an ETHIOPIAN jet. Arrive at Cairo Airport, met and transferred to a deluxe hotel (Meridien, Nile Hilton or similar), for overnight.



#### DAY 10 - MONDAY - CAIRO

In the morning a visit to the Egyptian Museum then proceed to visit Memphis and Sakkara. Lunch at the Pyramid's area. After lunch visit the three Pyramids and sphinx, then a tour to the Citadel to have a panoramic view of Cairo and the Alabaster Mosque of Mahamed Ali. In the evening attend the programme of 'Sound and Light'. Overnight at the Meridien Hotel, Nile Hilton or similar hotel.

#### DAY 11 - TUESDAY - CAIRO/LUXOR

In the morning a tour to Old Cairo to visit the Coptic Museum, the hanging church and St. Sergius, where the Holy Family rested. Afternoon tour to Khan Khalili Bazaar. Transfer to Cairo Airport for early evening flight to Luxor. Met on arrival and transferred to the New Winter Palace Hotel or similar.

#### DAY 12 - WEDNESDAY - LUXOR

Today you will journey to the Valley of the Kings and Queens and an excursion to the Necropolis of Thebes, also a visit to the Temple of Deir El Bahari Ramesseum. Return to the New Winter Palace Hotel, or similar, for dinner and overnight.

#### DAY 13 - THURSDAY - LUXOR

Morning visit to the Temples of Karnak and Luxor. Remainder of the day free. Dinner and overnight at the New Winter Palace Hotel or similar.

#### DAY 14 - FRIDAY - LUXOR

Another free day for independent activity in Luxor. Overnight at New Winter Palace Hotel or similar.

#### DAY 15 - SATURDAY - LUXOR/ASWAN

Early morning departure from Luxor Airport for flight to Aswan.

Met and transferred to the New Cataract Hotel or similar. A day of sightseeing in Aswan visiting the High Dam, Unfinished Obelisk, the Botanical Gardens, Elephantine Island and Agga Khan Mausoleum.

#### DAY 16 - SUNDAY - ASWAN/ABU SIMBEL/CAIRO/LONDON

Early morning flight from Aswan to Abu Simbel to tour the Greater and Lesser Temples of Abu Simbel. Late morning flight from Abu Simbel to Cairo, arriving mid-afternoon. Connect at the airport with BRITISH AIRWAYS flight to London, arriving in London late evening. Overnight at the Excelsior Hotel at Heathrow Airport.

#### DAY 17 - MONDAY - LONDON/MONTREAL OR NEW YORK

Depart London mid-day on AIR CANADA or BRITISH AIRWAYS jet, arriving Montreal or New York late afternoon.

#### DEPARTURES 1977

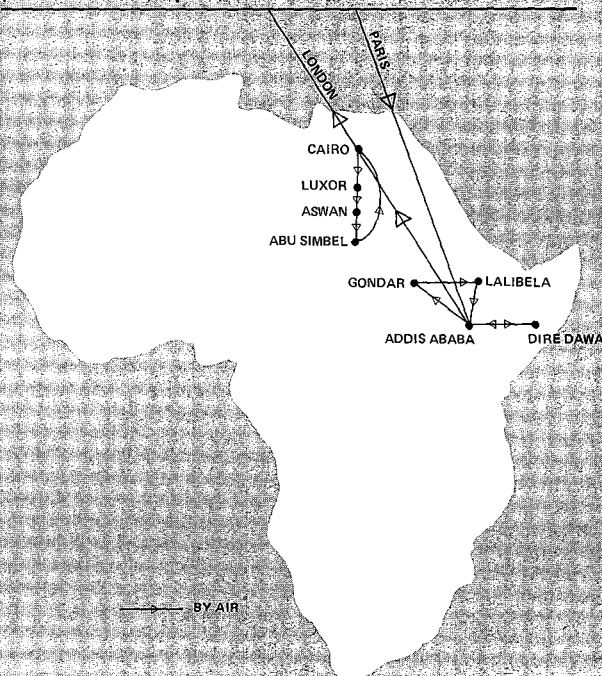
Leave - Saturday Montreal/New York	Return - Monday Montreal/New York
January 29, 1977	February 14, 1977
February 26, 1977	March 14, 1977
March 26, 1977	April 11, 1977
April 23, 1977	May 9, 1977
May 28, 1977	June 13, 1977
June 25, 1977	July 11, 1977
July 30, 1977	August 15, 1977
August 27, 1977	September 12, 1977
September 24, 1977	October 10, 1977
October 29, 1977	November 14, 1977
November 19, 1977	December 5, 1977
December 31, 1977	January 16, 1978

#### DEPARTURES 1978

January 28, 1978	February 13, 1978
February 25, 1978	March 13, 1978
March 25, 1978	April 10, 1978
April 29, 1978	May 15, 1978
May 27, 1978	June 12, 1978
June 24, 1978	July 10, 1978

#### INCLUSIVE TOUR COSTS:

Land Portion: (twin per person) 1977	CDN - \$1,335.00
Single Supplement (where available) 1977	CDN 220.00
Land Portion: (twin per person) 1978	CDN \$1,470.00
Single Supplement (where available) 1978	CDN 250.00
Airfare Montreal/Montreal 14/45 day	CDN 1028.00
Airfare New York/New York 14/45 day	U.S. 1055.00
(G.I.T. Fares on request)	



JANUARY							FEBRUARY							MARCH							APRIL							MAY							JUNE						
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# WEEKLY OPTIONAL SAFARIS/ Kenya and Tanzania Game Parks

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## A black and white portrait of a man with dark, wavy hair, looking slightly to the left. He is wearing a light-colored military uniform jacket with epaulettes and a dark tie. The background is dark and indistinct.

## GENERAL TERMS AND CONDITIONS

[illegible]

## SURFACE TRANSPORTATION IN ZAMBIA, KENYA AND TANZANIA:

**HOTELS/TENTS:** There is a choice of luxury, mid-range and budget hotels in the area. The majority of the hotels are located in the city center, and the majority of the tents are located in the surrounding areas. The majority of the hotels are located in the city center, and the majority of the tents are located in the surrounding areas. The majority of the hotels are located in the city center, and the majority of the tents are located in the surrounding areas.

**MEALS:** Breakfast: cereal, fruit, milk, juice; Lunch: meat, potatoes, vegetables, bread; Dinner: meat, potatoes, vegetables, bread; Snacks: fruit, milk, juice, bread.

**TRANSFERS, PORTERAGE & BAGGAGE:** We will provide round-trip transportation to and from the airport, and transfers to and from the hotel. Porterage and baggage charges are extra.

### TAXES AND GRATUITIES:

## DOCUMENTATION AND VACCINATIONS:

**NOT INCLUDED IN TOUR COST:** Travel from your home to the tour start point, meals, drinks, gratuities, and any other expenses not specifically mentioned in the tour description. Travel insurance is also not included.

**IMPORTANT NOTICE:** Please do not keep tickets. Please return all tickets to the Madison Convention Center, 1000 University Avenue, Madison, WI 53706, by mail or in person. Tickets will be accepted for exchange only if they are returned to the Convention Center by mail or in person. Tickets will be accepted for exchange only if they are returned to the Convention Center by mail or in person. Tickets will be accepted for exchange only if they are returned to the Convention Center by mail or in person.

NOTES ON THE SUBMISSION OF MANUSCRIPTS TO THE JOURNAL OF THE  
ROYAL ANTHROPOLOGICAL INSTITUTE

[illegible]

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## The League of Federal Recreation Associations

by Lawrence Lemme

with David Brigham, Robert Beatty and H. Leon Hegner

**I**N federal service circles, as in private industry, employee associations tend to spring up spontaneously wherever people work together. The League of Federal Recreation Associations (LFRA) serves an active membership of over eighty such recreation and welfare associations representing over 300,000 public servants. Our members are drawn from a variety of offices and agencies, including the federal government and the District of Columbia government as well as state and county government associations. Although we have just recently joined NIRA as a full membership Industrial Recreation Council, our local association was born over twenty years ago.

### GETTING ORGANIZED

In 1956 and early 1957, an ad hoc committee representing eleven employee associations in the Washington, D.C. area met to set objectives, draft a constitution, and establish by-laws. The small group hoped to provide a coordinating vehicle for a prospective new group of employee associations. The initial objective remains the same now as it was twenty years ago: to provide a league or union which would sponsor activities for the general welfare of the member associations' employees; to act as a medium of exchange for ideas and experiences; and to take action on such matters that may contribute to the employees' morale, in harmony with

government policy.

Interest grew as the original eleven members grew to fifteen and, later, twenty. Each separate member association had been democratically organized by its employees themselves. Although all associations were approved by management in their individual agencies or departments, no control or regulatory action was exercised over them from "top side". Each association had its own constitution, by-laws and authority. Each elected its own officers, conducted its own meetings, and planned its operation and activities independent of federal authority. While each of the associations had operated with reasonable success for several years before the new League was formed, leaders had long felt that many of their separate activities could be better coordinated if there were a central organization.

The ad hoc committee finished its work in October, 1957. According to committee stipulation, the constitution of the League of Federal Recreation Associations was to become effective upon ratification of fifteen employee associations. This was accomplished in June of 1958. Those identified as charter members, most of whom are still active, included the following departments and agencies: Health, Education and Welfare; Justice; Immigration; the Post Office; the Federal Power Commission; Interior; the Atomic Energy Commission;

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## LFRA continued

the Small Business Administration; the Civil Service Commission; the Federal Trade Commission; the General Accounting Office; the Securities and Exchange Commission; the Air Force; Labor; and the Treasury.

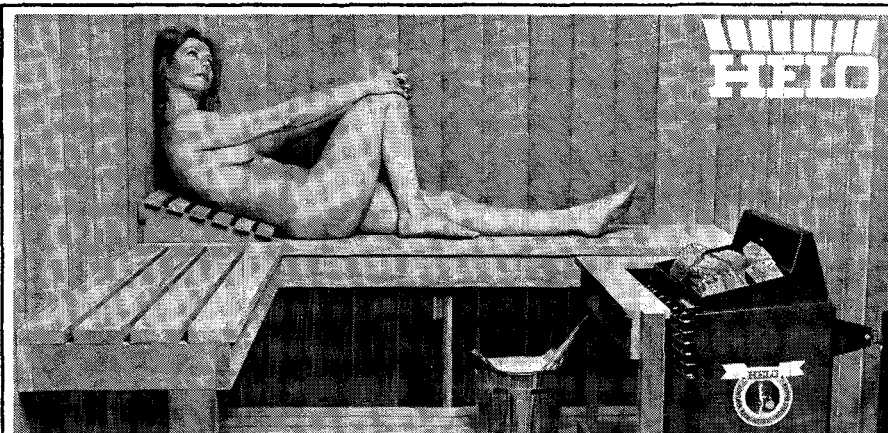
Initial annual dues, based upon each association membership, averaged only \$15.00. With these payments and appropriate ratification, the League became a reality. In 1960, it was incorporated under the laws of the District of Columbia as the League of Federal Employees Associations. In 1963, the official name was changed to the still current League of Federal Recreation Associations, Inc. Growth was steady through the following years. In 1971, the first state and county government associations joined the LFRA.

## CONDUCTING BUSINESS

From the League's inception, its affairs have been conducted through monthly meetings of the Board of Directors. The Board consists of a delegate and an alternate from each member association. Each year, elections are held among the delegates and alternates to choose a President, three Vice Presidents, a Treasurer, a Recording Secretary and a Corresponding Secretary. The

President acts as the presiding officer of the Board and Chairman of the Executive Committee. He or she carries out other usual duties of an executive officer. The Vice Presidents, designated First, Second, and Third by the plurality of their elections, each supervise a specific League program: participating events, spectator events, publications, theatre and arts, travel, membership, health and welfare, legislation, ways and means, and constitution and by-laws. Each program is supported by volunteer committees. The Treasurer, as indicated by the title, handles all financial affairs of the League. The Recording Secretary is responsible for taking minutes of all Board and Executive Committee meetings and having them reproduced for the membership. The Corresponding Secretary handles much of the communication between the League and other agencies and organizations.

Dues are still assessed on a pro rata membership basis. According to its own constitution, the League is permitted in no instance to impose restrictions on participation in its affairs and activities by reason of race, creed, national origin, age or sex. Neither may the League superimpose its will upon any of the member associations except by the influence and actions of their own delegates.



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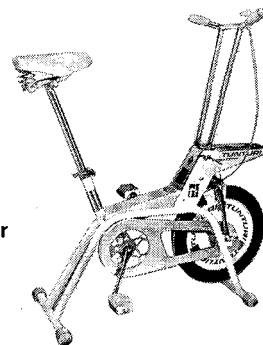
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## MEMBER SERVICES

The League sponsors annual tournaments in a wide variety of sports and other activities. This gives our members' employees the opportunity for wider competition and fellowship than they could ever experience in their smaller individual associations.

To help its members upgrade their professional skills and benefit from each other's experiences, the League annually presents a workshop. Educational sessions discuss such areas as communications, hobbies, participating sports, association law, insurance programs, and travel. Following the educational sessions, the attendees are exposed to local vendors of all types who display their merchandise and outline their services in a congenial atmosphere.

One of the main sources of revenue for the League is a discount *Buyer's Guide* that has been published yearly since 1965. The *Guide* offers our special buying audience to selected vendors in return for a discount to our members. The merchants pay for the advertising space in the *Guide* and this revenue covers the cost of production. The League sells the *Guide* to members, thereby generating additional income. Circulation of the *Guide* was originally 40,000. Beginning with the 1971 edition, advertising management and production has been handled by Gentry Two, Inc., an outside agency. Circulation has increased to 135,000 while the number of pages has risen from 48 to 80.

In addition to the *Buyer's Guide*, other fund raising programs are undertaken which benefit both the individual associations and the League. We participate with area merchants in discount programs selected for our members. A varied array of goods and services is sold through the League with a mutual benefit to all.

Additional benefits reach our members because of their affiliation with LFRA. These include free publication in their own monthly newspaper, *The Recreation Register*, low rates on supplemental insurance programs, and a dependable forum of understanding members who can help solve individual problems.

## READY ASSISTANCE

The LFRA sets challenging goals for itself each year. In the near future, we hope to sponsor expanded leagues in the various sports. We also hope to be able to purchase and maintain our own meeting place which will support sports, welfare activities, and other social events. With the support of all member associations, these goals are realistic.

NIRA members from other areas have asked us where they should start to build an organization like the LFRA. We know from our own experience that a successful Industrial Recreation Council can start with as few as six to ten interested associations. The initial group of orga-

continued on following page

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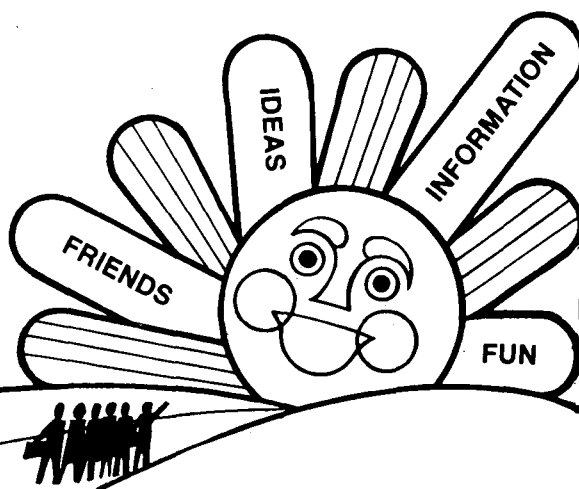
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CIRCLE READER SERVICE CARD NO. 60



## ON THE HORIZON



1977

CONFERENCE — ORLANDO

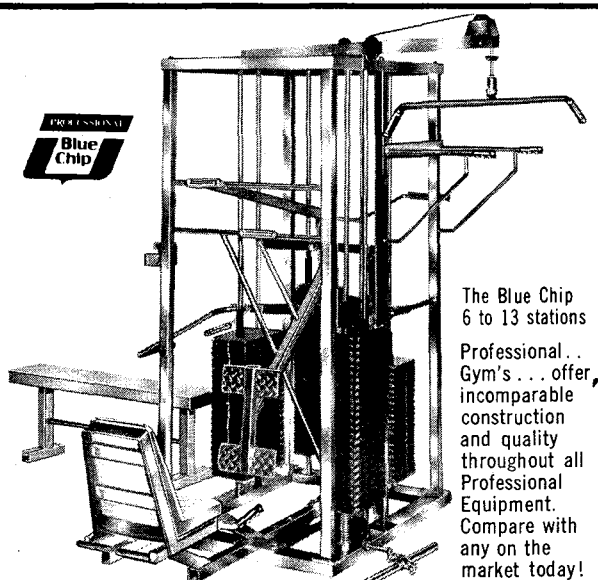
plan to be there!

## LFRA continued

nizers must be committed to devising a good, sound program at the very start. From there, it is up to the dedication of the volunteer delegates. The LFRA will be glad to offer the benefit of its experiences to prospective associations in other cities.

Larry Lemme is a native of Iowa City. He attended Grambling College and the State University of Iowa. After more than eight years in the U.S. Air Force, he came to Washington, D.C. to work as an Associate Engineer with National Scientific Laboratories, Inc. Since 1970, he has worked for the Energy Research and Development Administration (ERDA), most recently as a radio engineer. His long involvement with employee recreation led to his appointment as ERDA's LFRA representative in 1973. He served as Chairman of Participating Sports in 1973-74 and was elected First Vice President in 1975. LFRA elected him President in 1976 and again in 1977.

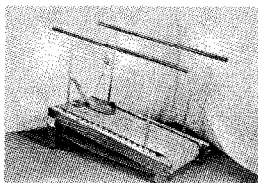
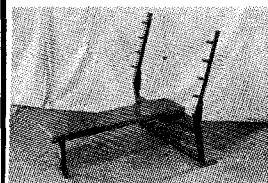
David Brigham is Executive Director of LFRA. Robert Beatty is a past Treasurer and President of the Association. H. Leon Hegner represents Gentry Two, Inc., and works with LFRA on its *Buyer's Guide* and *The Recreation Register* newspaper. RM



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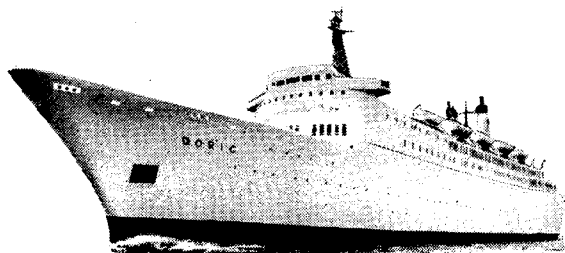
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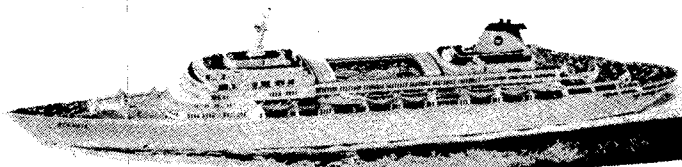
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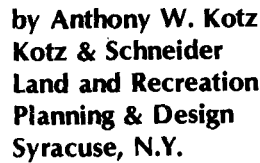


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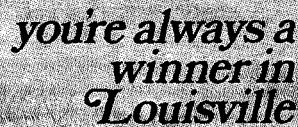




In this and the next column we will provide the basic checklist which we use to identify the steps in a development program. You may find it helpful if you hire a consultant for a building or expansion program.

16. Preparation of final working drawings, specifications, and estimates (Consultant)
17. Determination of construction schedules (Owner and Consultant)
18. Conference and review (Owner and Consultant)
19. Revisions and required submissions to regulatory agencies (Consultant)
20. Submission of plans and specifications to regulatory agencies (Consultant)
21. Review with code authorities and others (Consultant)
22. Conference and final review (Owner and Consultant)
23. Approval of final documents (Owner)

Next month, we will discuss selection of a contractor, administration of the construction, and steps leading to final acceptance of your development project.



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Another member service

## Free publications offer information, programming help

*Among its many member services, NIRA offers a free collection of informative publications in various areas of recreation administration. Some entries are prepared by Association staff members. Others have been provided, free of charge, by various experts in programming and administration. Limited copies of each are available for the asking to NIRA members.*

*To order any of the publications below, contact the NIRA office: 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — Phone (312) 346-7575.*

### ***How to Plan and Organize a Successful Outing*** — prepared by Six Flags Over Mid-America

This 22-page brochure offers step-by-step suggestions on organizing company outings. It outlines the basics simply and clearly, assuming no previous experience in organizing group trips. "The main purpose here," explains the booklet, "is to help you get organized, and to point out the many details and steps you'll need to keep an eye on if you hope to make the whole thing come together." The booklet follows each stage of a successful outing, from the organizer's point of view: how to get started, get help, select the location, estimate costs, handle refreshments and catering, promote and publicize your event, sell tickets, arrange for transportation, keep your group together and clean up. A work schedule and check list is included.

### ***How to Organize Clubs for Fishing, Cruising, Racing, Skiing*** — Prepared by Evinrude Motors

This 15-page booklet was prepared with the water sport enthusiast in mind, but many of the organizational tips provided apply equally well to a wide variety of sports and special interest clubs. It explains how to find people with similar interests to form a club. It then outlines how to organize the group, hold meetings, draft by-laws, decide on incorporation, and publicize events.

Sample publicity releases and membership applications will be especially helpful for recreation administrators who are unfamiliar with publicity writing.

### ***Shooting as a Sport in Business and Industry*** — Prepared by the National Rifle Association

The national clearing house for information on shooting sports prepared this informative pamphlet especially for the use of industrial recreation administrators. It presents the benefits of shooting clubs and outlines the basic steps of organization and affiliation with the NRA. The adoption of by-laws, election of officers, programming of activities and participation in national tournaments are explained.

### ***How to Organize and Promote Bowling Leagues*** — Prepared by the National Bowling Council

Bowling leagues are among the most popular activities for employees of both sexes and all ages. The NIRA-member NBC enumerates each step in the organization of company leagues. It also explains how to obtain league sanction from the American Bowling Congress, the Women's International Bowling Congress and the National Duckpin Bowling Congress. Sample publicity pieces are included.

**Action in Aquatics** — Prepared by the Council for National Cooperation in Aquatics

An excellent resource for administrators of any aquatic program, this 233-page book compiles extensive research material presented to the 1974 18th Annual National Aquatic Conference. Included are detailed discussions of aquatic programs for people of all ages, including the very young, very old and handicapped people. Other presentations cover skin and SCUBA diving, cardio-pulmonary resuscitation, kayaking, aquatic exercise programs, water polo, lifesaving and water safety programs, and certification programs.

**The Board of Directors of the National Industrial Recreation Association Invites You to Become a Member** — Prepared by Patrick Stinson, NIRA Director of Membership, Promotion and Services

Revised for 1977, this primary NIRA pamphlet outlines the various NIRA membership categories, and their specialized benefits. Included is a membership application. Members are encouraged to keep copies on hand for distribution to potential new members.

**By-Laws, National Industrial Recreation Association**, Revised December 1, 1976 — Prepared by NIRA Staff

This paper-bound edition of NIRA's by-laws includes all amendments passed in the last two years by the Board of Directors and national member referenda. Also included is a map of NIRA regions.

**Typical Constitution for Industrial Recreation Councils/Typical By-Laws for Industrial Recreation Councils** — Prepared by NIRA Staff

Industrial Recreation Councils (IRC's) are the spearhead of NIRA's rapid national growth. They bring together industrial recreation professionals on the local level, to discuss their common concerns and take advantage of volume buying power. Nineteen Councils across the country already offer these services to their members. New Councils are being formed every year. The sample constitution and by-laws provide local companies with useful organizational models. Full assistance to IRC organizers is always available from the NIRA office.

**Industrial Recreation Councils: Who, What, Why, How** — Prepared by Patrick Stinson, Director of Membership, Promotion and Services

This four-page pamphlet is essential for any member who is interested in forming an Industrial Recreation Council (IRC). It shows where NIRA's existing Councils are located, nationwide. It defines a Council and ex-

plains the benefits of local organizations for recreation professionals. Most importantly, the pamphlet provides a "how to" outline of IRC organization procedures, including helpful suggestions on how to enlist support from both NIRA and your community.

**Typical Constitution and By-Laws for Employee Recreation Association/How to Apply for Recognition of Exemption for an Organization** — Prepared by NIRA Staff

Based on working constitutions from several well-organized NIRA-member employee associations, the sample constitution and by-laws will be helpful to administrators who are organizing their programs under official associations or clubs. Many employee associations find it advantageous — from both a recreation and a corporate point of view — to incorporate as independent tax-exempt associations. NIRA provides the most recent Internal Revenue Service requirements for study by administrators who contemplate this move. Additional assistance by reference is available.

**Recreation Program Survey** — Prepared by NIRA Staff

This sample survey, based on similar successful efforts by member companies, organizes programming options into an easy to complete employee survey. Recreation administrators will find it helpful in compiling their own activity interest studies.

**The Key to a Successful Bulletin Board System/The Inside Story of a Good Promoter** — by Melvin C. Byers, CIRA, NIRA Consultant

These two papers make an informative team for the recreation director who hopes to improve his/her promotion and publicity efforts. Both give point-by-point checklists of successful recreation program P.R.

**Sample company recreation publications** — Donated by NIRA member organizations

The NIRA office has over fifty sample recreation publications on hand for free distribution to interested members. The collection of booklets, brochures, leaflets, newspapers and bulletins has been donated by a wide variety of companies with many different kinds of recreation programs. Some publications are the products of corporate public relations departments, while others are informative pieces developed with a minimum of resources. They provide insight into our members' programs, show how recreation administrators communicate with their employees and management, and can serve as models for those who seek to develop or improve their communications. RM

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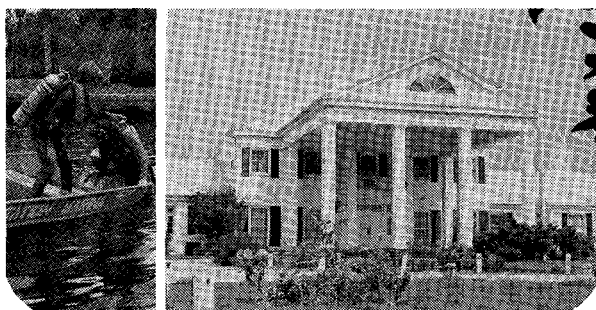
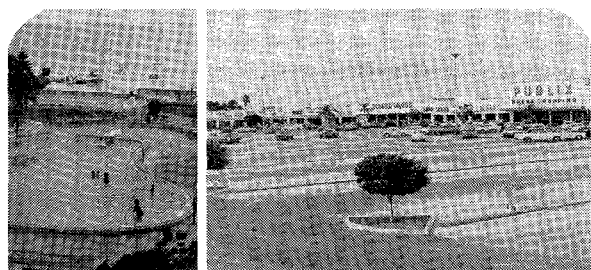
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Another of the CARUTH HOTEL & RESORT PROPERTIES is the North Park Inn of Dallas, Texas — the site of the NIRA Conference and Exhibit for 1978. In appreciation — we'd like to invite all NIRA members to take advantage of a 15% discount on rooms at any of these 3 CARUTH HOTEL & RESORT PROPERTIES.

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# NIRA 1977

## TRAVEL INFORMATION SERVICE

*As an aid to travel club officers and recreation administrators, RM briefly outlines travel destinations and special interest trips. Indicate your interests on the Reader Service Card and return it. We will see that you receive more information. If you are interested in an area not profiled here, note that area on the Reader Service Card.*

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#### THE CARIBBEAN

One of employee travelers' favorite destinations, this year-round attraction draws tourists again and again — for extended trips and economical short excursions.

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#### CENTRAL AMERICA

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**CIRCLE READER SERVICE CARD NO. 7**

#### EASTERN EUROPE

From the sunny Mediterranean resorts of Yugoslavia to the historical streets of Prague, eastern Europe is fascinating, even to travelers who think they've "done" Europe.

**CIRCLE READER SERVICE CARD NO. 8**

#### EUROPEAN TOUR

For a rainbow experience of Europe, plan a tour of several countries. The combinations are virtually limitless.

**CIRCLE READER SERVICE CARD NO. 9**

#### FRANCE/SWITZERLAND

From the Brittany coast to the breathtaking Alps, France and Switzerland make a memorable travel package. Send for information on travel to one or both.

**CIRCLE READER SERVICE CARD NO. 10**

#### GERMANY/AUSTRIA

Sister countries in language and culture, but distinctive in their individual moods and pace, these two countries work well as a package — or as separate offerings.

**CIRCLE READER SERVICE CARD NO. 11**

#### GREECE/TURKEY

Not always the friendliest of neighbors to one another, these two provide a harmonious sampling of Mediterranean cultures. History lives, from Athens to Istanbul. Employees will talk for years about the beautiful cruises between Greek islands.

**CIRCLE READER SERVICE CARD NO. 12**

## INDIA/SUBCONTINENT

Explore the mysteries of the sub-continent: India, Pakistan, and their neighbors. Visit a culture steeped in Asian tradition and overlaid with the strictest of British influences.

**CIRCLE READER SERVICE CARD NO. 13**

## ITALY

For the art lover, the music lover, or the lover of life, Italy is the perfect destination. From Sicily to Rome to Florence, the country offers the variety of the Mediterranean and the Alps in one trip.

**CIRCLE READER SERVICE CARD NO. 14**

## MEXICO

Always a favorite of travel groups, Mexico offers beautiful scenery and an excitingly different culture — all in a next-door neighbor. See the remains of previous civilizations, the traditional mountain country life, and the cosmopolitan diversity of Mexico City and the coastal resorts.

**CIRCLE READER SERVICE CARD NO. 15**

## ALASKA

Far from being a frozen wasteland, America's forty-ninth state is a lovely, open land of lakes, forests and mountains, with a fjord-laced southern sea coast. This might prove to be a winning change for your summer travel schedule.

**CIRCLE READER SERVICE CARD NO. 22**

## CALIFORNIA

California is famous for a host of family entertainment spots. It offers dramatic desertland, towering mountains, forests and some of the

## MIDDLE EAST

Visit the Holy Lands; see the Arab world. Explore the cradle of ancient civilizations and a focus of world affairs in an exciting tour offering. Check into the various travel options available.

**CIRCLE READER SERVICE CARD NO. 16**

## THE ORIENT

Even well-traveled employees will find exciting new experiences in the Far East. Help them explore modern Japan and its hybrid of eastern and western influences. See bustling Hong Kong and Bangkok, and consider visiting Korea.

**CIRCLE READER SERVICE CARD NO. 17**

## SCANDINAVIA

Visit beautiful, clean, hospitable Scandinavia, where the living standard rivals our own, where nearly everyone speaks English, and where some of the most beautiful scenery in Europe awaits exploration by land or sea. Go in summer and marvel at almost perpetual sunlight.

**CIRCLE READER SERVICE CARD NO. 18**

## Domestic Travel

most famous sea coast in the country. Something for everyone.

**CIRCLE READER SERVICE CARD NO. 23**

## COLONIAL AMERICA

Perfect for family travel, the original thirteen colonies offer the charm of New England and the grace of tidewater Virginia. Trek the Boston streets past historical buildings. See colonial Williamsburg and visit Philadelphia's Independence Hall. Try a New England clambake or explore Georgian plantations. Historical tours are endless possibilities.

**CIRCLE READER SERVICE CARD NO. 24**

## SOUTH AMERICA

From steaming jungles, to spectacular sea vistas to freezing southern cliffs, South America remains a neighbor that is unfamiliar to most North Americans. Even tourists who have seen Mexico and Central America will find new and exciting sights in the southern half of the American continent.

**CIRCLE READER SERVICE CARD NO. 19**

## THE SOUTH PACIFIC

Catch a glimpse of Australia, America's pioneering counterpart down under. Visit her neighbor, New Zealand, land of multiple cultures and dramatic fjords. Follow Gauguin's footsteps in the sands of Tahiti and explore the other warm islands of the South Pacific.

**CIRCLE READER SERVICE CARD NO. 20**

## USSR

Plan a once-in-a-lifetime tour for your employee group. The fascination of years of inaccessibility make Americans eager for the chance to see Russia and the other states of the Soviet Union. Find out about the travel possibilities.

**CIRCLE READER SERVICE CARD NO. 21**

## FLORIDA

America's southern playground is NIRA's 1977 Conference site. Year-round, it offers the Everglades and sandy beaches; deep sea fishing in the Atlantic and seafood dining on the Gulf. All this and more are part of Florida, one of the nation's favorite vacationlands.

**CIRCLE READER SERVICE CARD NO. 25**

**continued  
on following page**



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CIRCLE READER SERVICE CARD NO. 67

## Travel Information Service continued

### HAWAII

Still a paradise within the Union, Hawaii is the perfect escape destination for mainland travelers. Your employees will bring back rolls of pictures and countless stories of the islands. Many tour options available.

CIRCLE READER SERVICE CARD NO. 1

### LAS VEGAS

Take a chance — Las Vegas mini-vacations are sure winners with employee groups, year after year. It's a timeless oasis where fun is the business at hand and the wheels of fortune spin around the clock.

CIRCLE READER SERVICE CARD NO. 27

### MID-AMERICA

Follow the Lincoln Heritage Trail, canoe over a crystal clear Minnesota stream or hike the wilderness trails along Lake Superior. Visit the exciting metropolis of Chicago.

CIRCLE READER SERVICE CARD NO. 28

### NEW YORK

Plays, restaurants, shops, cultural sites, and the United Nations are just a few of the city's attractions. The Empire State beyond the city has much else to offer, too. There is Niagara Falls, the Catskills, West Point, and an entire region of vineyards and wineries.

CIRCLE READER SERVICE CARD NO. 29

### PACIFIC NORTHWEST

Walk through Oregon's rain forest and run along her lonely sea coast. Visit the hilltop city of Seattle and see majestic Mt. Rainier. A quick side trip can take visitors north into Canada as well.

CIRCLE READER SERVICE CARD NO. 30

### ROCKY MOUNTAINS

A vacationer's favorite, year-round, the Rocky Mountains have some of the most memorable skiing in North America. They also offer dude ranches, river rafting, hiking, camping, and spectacular photographic panoramas.

CIRCLE READER SERVICE CARD NO. 31

### SOUTHERN HOSPITALITY

Experience the grace and warmth for which the region is famous. Explore the "new South" in Atlanta. Enjoy the blend of French and southern cultures in music-filled New Orleans and take in the fun of Mardi Gras. Imagine a bygone era in historic Savannah.

CIRCLE READER SERVICE CARD NO. 32

### THE SOUTHWEST

The incomparable Grand Canyon, skiing in the Arizona mountains and the stark beauty of the desert are all part of the southwest. Vacationers can visit Old Tucson and modern Phoenix.

CIRCLE READER SERVICE CARD NO. 33

### WASHINGTON, D.C.

The nation's capital is a must for every American family. The White House, the halls of Congress, the various historical memorials, and more make up the excitement of a Washington visit. Nearby are more historical sites, including Mount Vernon, Arlington National Cemetery, historic Williamsburg.

CIRCLE READER SERVICE CARD NO. 34

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CIRCLE READER SERVICE CARD NO. 68



# Journeys to East Africa

## Wildlife Venture

Cost of land arrangements, per person \$699  
Single room supplement (when available) \$145

**TOUR SUMMARY (16 Days)** — 2 nights Nairobi. 1 night Lake Navisha. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli, 1 night Nairobi. 2 nights Treetops Hotel, 1 night Nairobi. 3 nights transit (total).

## Grand Circuit

Cost of land arrangements, per person \$999  
Single room supplement (when available) \$195

**TOUR SUMMARY (21 Day)** — 2 nights Nairobi. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli, 1 night Tsavo West. 1 night Taita Hills. 1 night Salt Lick. 1 night Tsavo East. 2 nights Nairobi. 2 nights Treetops Hotel. 1 night Nairobi. 3 nights in transit (total).

Cost of air transportation from New York and return:

14/21 Day GIT, 6 minimum \$907

## DEPARTURE DATES

JAN.	07, 14	JULY	01, 15
FEB.	25	AUGUST	05, 19
MARCH	04, 11, 18, 25	SEPT.	02, 16, 30
APRIL	01, 15, 29	OCT.	14, 21, 28
MAY	06, 20	NOV.	04, 11, 18, 25
JUNE	03, 17	DEC.	02

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CIRCLE READER SERVICE CARD NO. 69

## Special Interest Tours

### CRUISES

A relaxing and fun vacation for employees and their families, cruises range the seas. Island-hop in the Caribbean or float over the blue Mediterranean. You might want to try one of the fastest growing cruise routes: along the Alaskan coast.

CIRCLE READER SERVICE CARD NO. 35

### FISHING TOURS

Fish the clear lakes of the north country or try your hand at deep sea fishing off the Florida keys. A fishing trip can be fun for the entire family — including those who have never fished before.

CIRCLE READER SERVICE CARD NO. 36

### GOLF TRIPS

See Scotland, and golf her native greens. Try the courses of Bermuda or the other Caribbean islands. For the real golf enthusiasts in your group, this might be the perfect way to see new places.

CIRCLE READER SERVICE CARD NO. 37

### HUNTING TOURS

From midwestern grouse to western deer, hunting offers opportunities for trips throughout the U.S. For the truly adventurous, check into African safaris.

CIRCLE READER SERVICE CARD NO. 38

### RIVER RAFTING

For the sheer thrill of it, few activities can beat white water river rafting. Whooshing through rapids or floating through a dramatic western canyon, rafters see grand scenery as well. Camping and horseback trips may be included.

CIRCLE READER SERVICE CARD NO. 41

### PHOTO TOURS

Safaris can be organized for photographers who want to capture live lions on film. In the U.S., too, the beautiful and unusual invite camera buffs to enjoy group travel.

CIRCLE READER SERVICE CARD NO. 39

### RAILROAD TRAVEL

America still moves over the rails in many parts of the country. Whether for basic transportation, travel and accommodations, or scenic routes, the railroad way is an option you should investigate.

CIRCLE READER SERVICE CARD NO. 43

### MOTOR COACH TRAVEL

Investigate the benefits of using motor coach services for your travel. A number of tour packages for a variety of groups are available.

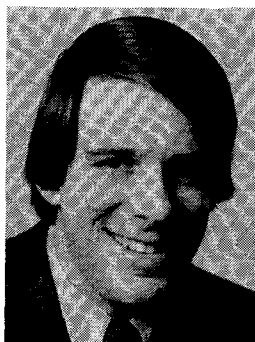
CIRCLE READER SERVICE CARD NO. 42

### SKI TOURS

Nearly every employee group includes winter sports enthusiasts. Domestic and foreign ski centers await Americans. Don't forget cross-country skiing and snowmobiling.

CIRCLE READER SERVICE CARD NO. 40

# tournament news



by Stephen D. Waltz, CIRA  
Cummins Engine Company  
NIRA Vice President  
Tournaments & Services

Results have been compiled for the 1976 NIRA Golf Tournament. Again, thanks to the regional tournament organizers for their efforts in making this another successful year for NIRA golfers around the country.



Over 100 golf trophies were awarded, nationwide.

## 1976 NATIONAL GOLF WINNERS

Place	Team	Region(s)	Gross Score	USGA Course Rating	+ or - Par
<b>TEAM — Championship Flight — Division A</b>					
First	Wright-Patterson AFB #1	I, II, VIII	424	406	+ 18
Second	Armco Steel #1	III, V	457	428	+ 29
Third	McLean #	IV	471	432	+ 39
<b>TEAM — First Flight — Division B</b>					
First	Mc Lean #4	IV	483	432	+ 51
Second	Lennox Corp.	III, V	497	428	+ 69
Third	Grimes Mfg. #1	I, II, VIII	483	406	+ 77
<b>TEAM — Second Flight — Division C</b>					
First	G.D. Searle	III, V	517	428	+ 89
Second	Lockheed	IV	524	432	+ 92
Third	Standard Register #2	I, II, VII	508	406	+ 102
<b>INDIVIDUAL MEDALISTS — Championship Flight — Division A</b>					
First	Ray Marton (Armco Steel)	III, V	141	143	- 2
<b>INDIVIDUAL MEDALISTS — First Flight — Division B</b>					
First	Bob Mayer (Motorola)	VI, VII	152	140	+ 12
<b>INDIVIDUAL MEDALISTS — Second Flight — Division C</b>					
First	B. Swanson (Raytheon)	VI, VII	161	140	+ 21

# 1976 REGIONAL GOLF WINNERS

## REGIONS III, V

Place	Team	Score
-------	------	-------

### Championship Flight — Division A

First — Armco Steel #1	457
Second — Ford Motor #1	483
Third — R.M. Friction #1	485

Individual Medalist Winner Ray Martin (Armco Steel)	141
--	-----

### First Flight — Division B

First — Lennox Corporation	497
Second — French & Hecht	521
Third — McDonnell Douglas "B"	523

Individual Medalist Winner Mike Garst (Lennox Corporation)	162
---	-----

### Second Flight — Division C

First — G.D. Searle	517
Second — DoAll	549
Third — Modern Drop Forge #2	572

Individual Medalist Winner David Strandberg (G.D. Searle)	165
--	-----

## REGION IV

Place	Team	Score
-------	------	-------

### Championship Flight — Division A

First — McLean Trucking	471
Second — Dupont	479
Third — Lockheed-Georgia	486
(Tie) Motorola	486

Individual Medalist Winner Alan Booe (McLean Trucking)	150
---	-----

### First Flight — Division B

First — McLean Trucking #4	483
Second — McLean Trucking #1	515
Third — McLean Trucking #2	520

Individual Medalist Winner Richard Byrd (McLean Trucking #4)	159
---	-----

### Second Flight — Division C

First — Lockheed-Georgia	524
Second — Tennessee Eastman	535
Third — McLean Trucking	535
(Local tie-breaker)	

Individual Medalist Winner Doug Clévenger (Lockheed-Georgia)	170
---	-----

continued on following page

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## Tournament News continued

### REGIONS I, II, VIII†

Place	Team	Score
<b>Championship Flight — Division A</b>		
First	Wright-Patterson #1	214
Second	TRW, Inc.	232
Third	Goodyear Tire & Rubber	233
Individual Medalist Winner		
	P. Jacobi (Wright-Patterson #1)	69
<b>First Flight — Division B</b>		
First	Pittsburgh Plate Glass #1	238
Second	General Motors, Inland Div.	240
Third	General Motors, Inland Div.	245
Individual Medalist Winner (Tie-breaker)		
	Orville Hein (General Motors, Inland Div.)	76
<b>Second Flight — Division C</b>		
First	Grimes Manufacturing #1	245
Second	Washington Gas & Light #1	255
Third	Mobay Chemical	255
Individual Medalist Winner		
	Bill McNay (General Motors, Inland Div.)	77

†First round scores only; second round rained out. Second round scores calculated by adding each player's handicap to course par.

### REGIONS VI, VII

Place	Team	Score
<b>Championship Flight — Division A</b>		
First	Hughes HFEA #4	473
Second	Jet Propulsion Labs	486
		497
Individual Medalist Winner		
	J. Tuck (Hughes HFEA) #4	153
<b>First Flight — Division B</b>		
First	Solar RC #1	517
Second	Motorola SPD #2	520
Third	Motorola GED #3	525
Individual Medalist Winner		
	Bob Mayer (Motorola Corp. #1)	152
<b>Second Flight — Division C</b>		
First	Hughes HFEA #1	528
Second	Hughes Comco #2	537
Third	Hughes Comco #3	538
Individual Medalist Winner		
	B. Swanson (Raytheon #1)	161

February is here and by now the thoughts of program directors have turned to planning for spring and summer. While each director is busy in this function, there is still time to participate in several NIRA tournament activities:

#### Bowling Tournament

**Andy Zadany** (Corning Glass Company) reports that there is still time to enter this year's Bowling tournament. This is a Mail-O-Graphic Tournament with the actual tournament being run on location and results mailed into Andy. The last day entries will be accepted is February 28. Please contact **Pat Stinson** at the NIRA office for Tournament entry forms.

#### Photo Contest

**Dick Brown** (Texas Instruments) Contest Coordinator for 1977, reports that entry information is going out to organization program directors. Dick feels that the NIRA Photo Contest provides an excellent opportunity for individual member companies to offer their employees a chance to participate in a fine national contest. Costs to enter the contest are \$10.00 per company and \$1.00 per individual entry per division. Contest format will be the same as 1976. Additional entry forms may be obtained from Pat Stinson. Contest entry deadline is April 15th.

#### Bridge and Fishing Contests

Entries in both contests have closed and judging has taken place. Winners in these contests will be announced in the March issue of *Recreation Management*.

#### Awards Program

Entries are still being accepted for this year's Awards Program. The Awards Program was established to recognize those companies who have excelled in individual recreation programs during 1976. Entries will also be accepted for program promotional pieces. If you did not receive your entry brochure, please contact Pat Stinson, and he will forward one to you.

RM

### SPECIAL NOTICE

Eligibility for the NIRA-NRA Rifle & Pistol Tournament includes employees and retirees of NIRA member organizations as well as members of employees' households.

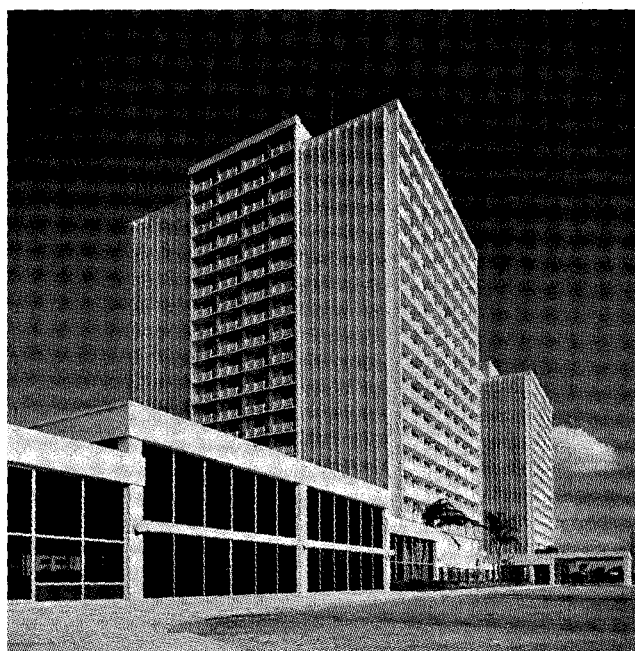
Call the NIRA office — (312) 346-7575 — if you have any questions.

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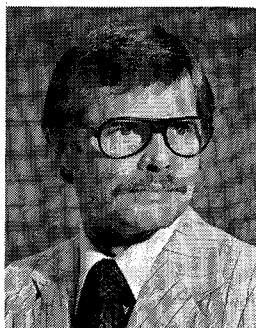
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CIRCLE READER SERVICE CARD NO. 72

# meet your board



**John F. Bowman** was elected Junior Director from Region III in May 1976. He is Supervisor of Employment for Bethlehem Steel in Chesterton, Indiana.

Bowman holds a B.S. and an M.A. in Physical Education. He worked as a playground director for the city of Valparaiso, Indiana and has served as Chairman of the Sports Committee for the Indiana Park and Recreation Association (IPRA). From 1968 to 1970, he served the city of Valparaiso as Director

of Recreation and served on the state Board of Directors for the IPRA. In 1974, he moved to Bethlehem Steel to take the position of Director of Recreation in the company's Burns Harbor Activity Association. Recently, he was promoted to Supervisor of Employment for Bethlehem Steel. His term on the board expires in May 1978.



**Nelson Ellsworth** joined the NIRA Board of Directors as a Junior Director in May 1975. Last May he moved into the Senior Directorship of Region VIII.

Ellsworth is Coordinator of Community Recreation for the Province of Nova Scotia Department of Recreation. He holds a B.S. in Physical Education/Recreation Administration. Before moving to his present position, Ellsworth taught school, worked in recreation administration for the Province of New

Brunswick and worked in municipal recreation and community planning for Nova Scotia. He is a member of the Canadian Park and Recreation Association, the Recreation Association of Nova Scotia and the Institute of Public Administrators of Nova Scotia. He has been active in the promotion of industrial recreation in Canada. (See "Nova Scotia Conference" in this issue of RM.)



**Eugene W. Miller, CIRA** was elected Junior Director from Region III at NIRA's national Conference and Exhibit, May 1976. He will move to Senior Director next May.

Miller is recreation director for the Michigan Bell Telephone Company in Detroit, Michigan. He is a graduate of the Henry Ford Trade School and has attended three years at Wayne State University in Detroit. He moved to his present position with Michigan Bell in 1965. Miller is a past vice

president and president of the Industrial Recreation Association of Detroit. He volunteers much of his spare time to such community causes as the Michigan United Fund, the United Foundation drive and the Boy Scouts of America.

RM

## Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Department of Commerce of the United States. The book covers such basics as building membership, motivating people, developing communications, conducting meetings, financing programs, handling public relations, understanding government regulations, and more. Hard-cover. 437 pages. \$15 for NIRA members, \$20 for non-members.

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**\*\* SEE REVERSE SIDE \*\***

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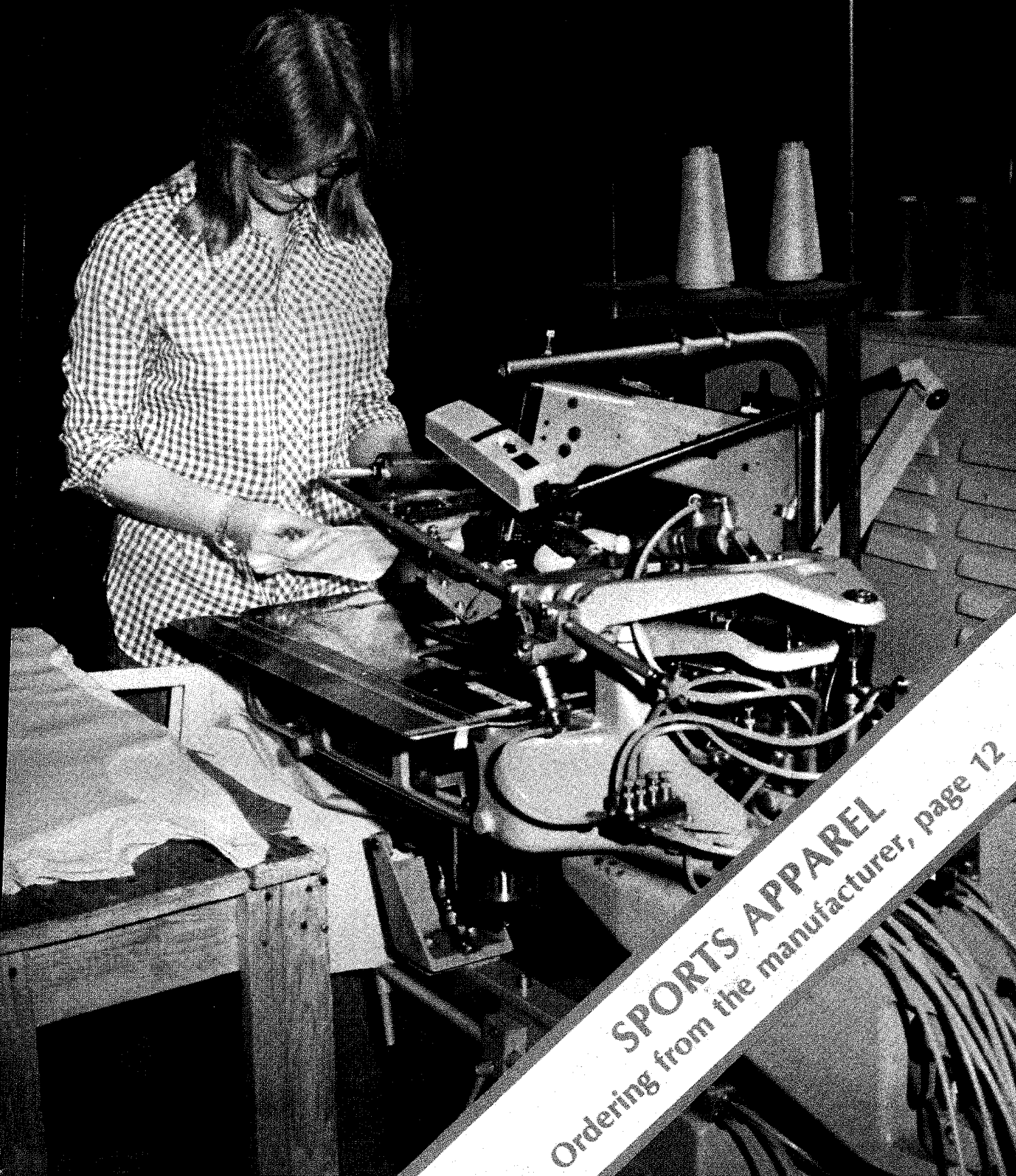
THE JOURNAL OF EMPLOYEE RECREATION,  
HEALTH AND EDUCATION

March 1977

IN THIS ISSUE

Buying recreation apparel  
The great ticket triumvirate  
Platform tennis  
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# recreation management



**SPORTS APPAREL**  
Ordering from the manufacturer, page 12

# El Salvador



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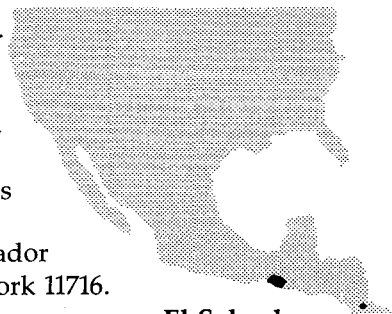
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# recreation management

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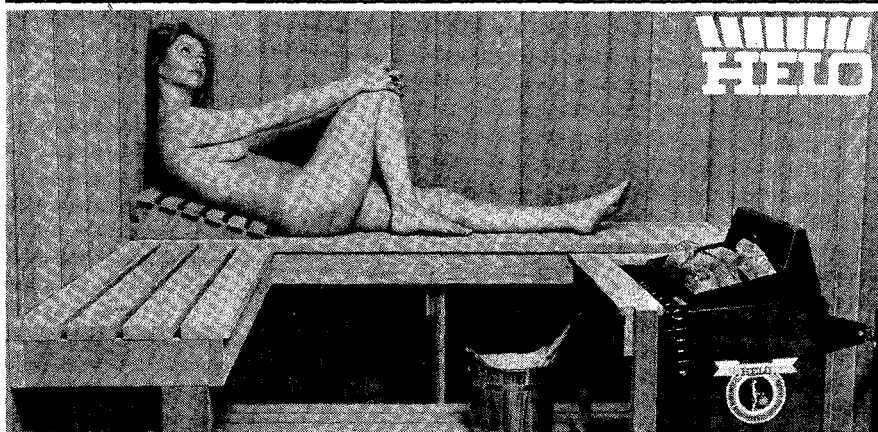
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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.

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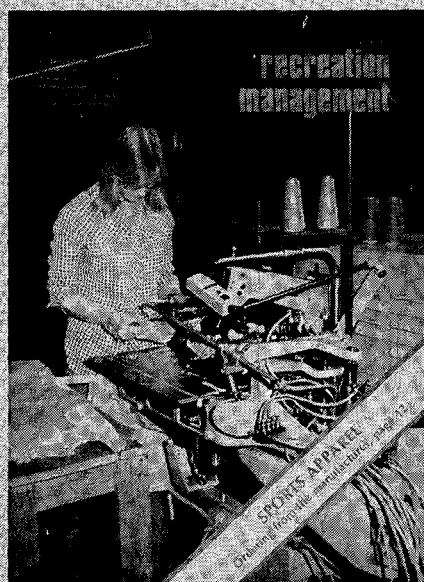
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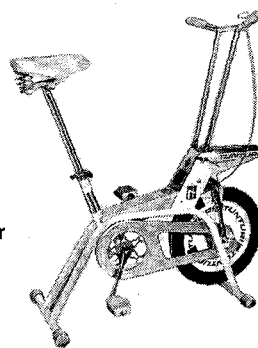


Company identity and team pride are important goals of any employee sports program. Special recreation apparel helps further these goals. In this issue, a sportswear manufacturer provides the basic guidelines for purchasing recreation apparel in the most economical fashion — from the manufacturer.



Cover photo of apparel being made courtesy of King Louie, International, Inc.

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# news in brief

## Egg cholesterol effect minimized

Eggs, long the villain in the story of high cholesterol levels and cardio-vascular disease, may not have as serious an effect as previously thought. Results of a recent study by Purdue University Professor A.H. Ismail indicate that the addition of one egg per day to the diets of average sedentary men apparently does not affect their serum-cholesterol levels.

Two years ago, Ismail released findings of related research which showed that middle-aged men who had consumed an extra egg each day during a four-month fitness regimen had lowered their serum-cholesterol levels at the end of the fitness program.

In the latest study, Ismail followed a group of 48 men over a four-month period. Half of the men maintained their ordinary diets while the other half consumed an extra egg per day. Half of each dietary group participated in a regular physical fitness program while the remainder did not.

Among the inactive men, half of whom consumed the extra eggs and half of whom did not, there was no measurable difference in serum-cholesterol levels over the study period. Both the "egg eaters" and those on conventional diets who participated in the fitness program did experience lowered serum-cholesterol levels, however.

According to a story in Purdue University's *Perspective* newspaper, Ismail reported, "We found that there was no significant difference in the serum-cholesterol concentrations due to a supplementary-egg diet. We did find that there was a significant difference in the total serum-cholesterol concentrations . . . between adult males who participated in a well-organized fitness program and sedentary controls."

## Archery tourney set for July

The 1977 National Field Archery Association Championships will be held in Clemson, South Carolina, July 18-22, 1977. The tournament will be hosted by the 100-member Keowee Bowman archery club of Clemson.

According to tournament director Jim Edens, more than 1,500 archers from all 50 states and several foreign countries are expected to compete in the event. Archers will shoot over ten or more 28-target field courses during the four-day event.

If archers in your organization would like more information about

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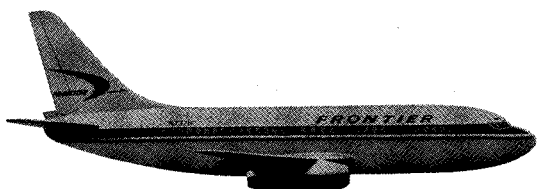
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the national tournament, contact Jim Edens, tournament director, South Carolina Archery Association, P.O. Box 509, Clemson, SC 29631 — Phone (803) 654-6286.

## Registry footnotes U.S. historic spots

Whether you are planning a local week-end trip or a cross-country tour, you may want to consult *The National Register of Historic Places*. The new 1976 edition of the *Register* contains one-paragraph descriptions of about 9,500 historic properties throughout America.

According to National Park Service director Gary Everhardt, "More than 1,000 of the entries represent historic districts, ranging from Lafayette Square which faces the White House to a San Antonio, Texas barrio and the original waterfront shipping district of Boston."

Individual properties include private family homes, the still-active *Delta Queen* which plies the Ohio and Mississippi Rivers, historical mansions, covered bridges, and all the historical properties of the National Park System.

The book may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Request *The National Register of Historic Places*, 1976 (stock number 024-005-00645-1). A check or money order covering the purchase price of \$13 for each copy should accompany every order.

## RV's revving up for record sales

Recreation vehicles continue to rise in popularity, especially among college-aged youths and retired people. RV's, including a wide variety of campers and trailers, are expected to jump 13% in national sales in 1977, despite possible increases in fuel prices. According to the Recreation Vehicle Industry Association (RVIA), manufacturers will deliver 594,200 units this year.

With the increased interest in RV's, both for sale and rental, the

RVIA will publish the first RV rental directory later this spring. The listing will catalogue agencies which rent camping trailers, travel trailers, truck campers, mini-motor homes, and full-sized motor homes. The book will include both RVIA member dealerships and non-members in the U.S. and Canada. Shown will be their individual rental rates, number and kind of RV's they have for rent, and other details.

For more information about the directory, contact the Recreation Vehicle Industry Association of North America, P.O. Box 2159, 910 28th Street, Boulder, Col. 80306.

## Clue travelers to duty-free bargains

You may be able to help employees on foreign tours to find and bring home up to \$250-worth of duty-free merchandise. For more than a year, foreign bargains have been sanctioned by the U.S. Generalized System of Preferences (GSP). The GSP allows Americans to bring home over 130 items — primarily common household articles — from 130 developing nations whose export trade the U.S. would like to see strengthened. The GSP list includes most of Central America, South America, the Caribbean, Africa, India, Southeast Asia, Hong Kong, Taiwan, and Israel. The list comprises such items as appliances, chinaware, furs, furniture, leather goods, perfume, jewelry, and gold in several forms. For those who ship or carry over \$250 in GSP items, a special certificate or origin is required.

Full details are named in a booklet available from the U.S. Customs Service, 2100 K Street, NW, Washington, D.C. 20229 — Phone (202) 964-8195. RM



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**See Story, page 14**

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# Are we professionals — or bat boys?

by Melvin C. Byers, CIRA  
NIRA Consultant

**I**N recent years, industry has spent unwarranted sums of money on catch phrases and quickie remedies for every conceivable personnel problem. In many companies that buy outside assistance with employee morale problems, we find employee recreation and service programs still struggling to exist. Part of the oversight of recreation is the fault of recreation professionals themselves. When a profession requires few special qualifications and when its practice often carries little or no professional prestige, it can easily be regarded as a whim, a frill, or a cover-up for substandard personnel procedures.

It is my conviction that our image will not become truly professional until we identify the total values of personnel activities — which include health, education, employee services and recreation — and then develop programs based upon common purposes and objectives. To do this, we must define our purpose, exercise effective leadership, and develop a long-range professional perspective.

## **Definite Purpose**

As employees in this business, we have a choice of purposes. On the one hand, we can be technicians, knowing only the *how* and *what* of employee recreation programs. We can easily get by, day to day, by providing the “nuts and bolts” of recreation programming. Management may even be satisfied with this limited approach. If we want to build recreation as a profession and as an essential personnel function, on the other hand, we must also reach a clear understanding of *why* we provide recreation and other services for employees. Personnel services, including recreation, are a means to an end, not an end in themselves. Satisfaction, fun, and glory may be — and probably should be — the goals of the recreation program participants. The professional programmer, however, must have other specific goals and objectives: the personal fulfillment of employees who will then become more efficient and productive members of the workforce. We have seen some recreation programs which are successful even without adequate facilities and staff because they fulfilled the purpose for which they were instituted.

## **Effective Leadership**

To reach our professional goals, we must develop ef-

fective leadership skills. This is essential, whether our recreation responsibilities are full-time, part-time or volunteer. Leadership is the key to quality programs. It demands careful selection, training and supervision of co-workers and staff people. The image of our professionalism will be determined largely by what happens in the lives and attitudes of recreation participants under competent, dedicated professional direction.

## **Sense of Perspective**

As professionals in personnel, we must take time to view our goals in long-range perspective. Are we so preoccupied with winning ball games that we forget our greater purpose? Are we still too busy doing the so-called “urgent” things that we can’t bother to make truly important choices? Let us ask ourselves some questions:

1. Is our program person-centered or activity-centered?
2. Is our program based on well-planned personnel objectives or does it originate from the “seat of our pants”?
3. Do we magnify quality or quantity in the activities we offer?
4. Does our program address the needs of all our people or is it geared to the interests of a vocal few?
5. Do we follow only traditional paths or do we initiate new activities as new needs arise?
6. Do we recognize our job as one of service, training, education and communication or just fun and games?
7. Are we concerned with the manufacturing, products, and services of our company? Do we find means of relating them to our activities, or are we simply interested in recreation for its own sake?
8. Do we recognize the unique role we are playing in business and industry or do we consider our position the same as municipal recreation administrators? Do we find it difficult to distinguish the difference?
9. Do we contribute to our professional society — NIRA — to help advance recreation professionalism or are we content with refereeing our local games?
10. Do we help develop new employee recreation professionals or do we keep the expertise — and credit — for ourselves?
11. Are we, then, professionals, technicians, or bat boys?

rm



# Platform Tennis

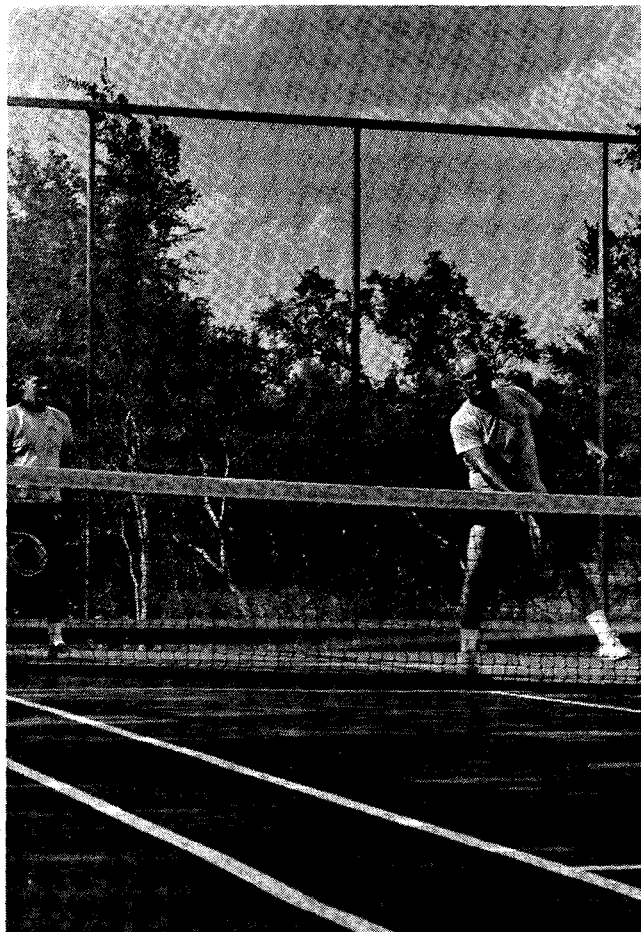
## builds new interest into employee recreation facilities

**P**LATFORM tennis has caught on as an interesting new recreation activity in private clubs, military installations, municipal parks, recreation facilities and schools throughout the country. New materials and innovations in construction methods have also made possible a wide variety of playing courts. The on-ground court at United Services Automobile Association (USAA), for instance, is part of a new employee recreation facility. The outdoor recreational area includes 30 picnic tables, four tennis courts and a softball field. USAA also built two platform tennis courts in the area making the insurance firm a leader in bringing the growing sport of platform tennis to the Southwest.

"Most of our people have probably never played platform tennis before, but we've already seen a great deal of interest on their part in learning how to play the game," says Bill Borellis, Director of Facilities. Borellis points out that the courts were installed on the recommendation of Ron Willard, who directs the physical fitness and recreation program for USAA.

Played with a perforated wood paddle and special sponge rubber ball the same weight and size as a tennis ball, platform tennis follows the basic rules of traditional tennis — with several essential variations. The court itself measures 60 feet by 30 feet, one-fourth the size of a regulation tennis court. This greatly increases volleying and the speed of play. A great family activity, the sport is easier to learn than tennis and builds agility, speed and stamina. However, the basic tennis skills are applied.

In the last few years platform tennis has maintained an annual growth of 25 per cent. The American Platform Tennis Association estimates that more than 3,000 courts are presently in use. Invented in 1928 by a group



**Platform tennis has generated great interest among employees of United Services Automobile Association in San Antonio.**

**continued on following page**

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**CIRCLE READER SERVICE CARD NO. 22**

**Platform Tennis continued**

of Scarsdale, New York, businessmen, the game has become a major recreational activity in the midwest and northern part of the country.

According to Mort N. Bergman, head of the platform tennis division for the firm that installed USAA's facilities, the Texas installation offers several distinct advantages.

"They are virtually maintenance-free, having been built with galvanized steel uprights and a concrete surface. They provide enough space for several activities in an area normally taken up by one tennis court," says Bergman. He also points out that many courts have asphalt decks.

"Recognition of on-ground courts by the American Platform Tennis Association has had a big influence on the sport's increased popularity in the South," adds Bergman.

All platform tennis courts, including those at USAA, are enclosed by a specially designed 12-foot high tension fence that adds two important elements to the game. First, it prevents the ball from leaving the court. Secondly, it provides an added dimension to the game

since the ball can be played after rebounding from the court and the fence.

The game has evolved as an all-round outdoor sport since it was originally played on a raised deck that would drain easily of rain and snow. The typical court in most areas of the country consists of a wooden under-carriage that raises the playing surface a minimum of three feet off the ground, a planked deck, heavy duty wooden superstructures, and snow gates at the base of the fence from which snow can be removed.

The USAA outdoor recreation facilities, which were completed in June, 1976 are open seven days a week during daylight hours to employees and their immediate families. The long hours, of course, mean the new courts get a great deal of use. Employees also have an extra day to enjoy the facilities since USAA became the largest firm to effect a four-day workweek for all employees.

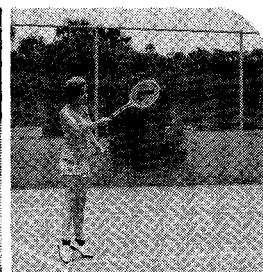
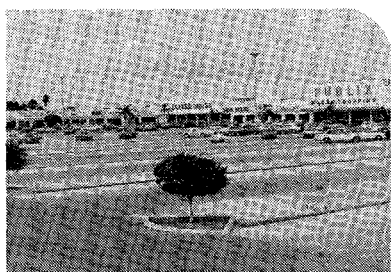
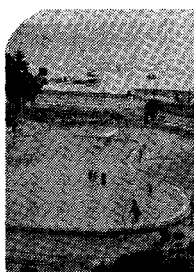
"Since the average employee spends 10 hours each day for four days in his working environment, we felt it was imperative that the new headquarters building serve people as individuals," adds Borellis. In addition to the outdoor recreation area, USAA also built a 7,000-square-foot indoor gymnasium equipped with physical fitness equipment, sauna and steam room. **RM**

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Another of the CARUTH HOTEL & RESORT PROPERTIES is the North Park Inn of Dallas, Texas — the site of the NIRA Conference and Exhibit for 1978. In appreciation — we'd like to invite all NIRA members to take advantage of a 15% discount on rooms at any of these 3 CARUTH HOTEL & RESORT PROPERTIES.

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# tournament news



by **Stephen D. Waltz, CIRA**  
**Cummins Engine Company**  
**NIRA Vice Chairman**  
**Tournaments & Services**

Several programs are now drawing to a close as the annual NIRA National Conference draws near. Consequently, program directors should make every effort to get all current entries in now. Since the Conference marks the end of a program year, it provides a good op-

portunity for all program winners during the past year to be recognized for their efforts.

This issue of *Recreation Management* is a perfect place, as well, to announce the winners of events which have just come to a close:

## Bridge Tournament

Special thanks to **Maxine Kraft** of Battelle Memorial Institute for her capable organization of this year's tournament. She reports the following winners, who will receive their trophies shortly:

*Region II* — GAI Employees Association, Frederick and Sheila Tomazic

*Region III* — Cummins Engine Co., Joan Hart and Nancy Munson

*Region V* — Control Data Corp., John Palisnux and Dave Skillingstad

*Region VII* — Xerox Corp., Ernest Jacobi and John Jacobi

*Region VIII* — Dominion Foundaries & Steel, Ltd., R. Stevenson and R. Johnstone

*Region IX* — Martin-Marietta, Anthony Buzzelli and Marilyn Tonks

*Northern Pike* (24 lbs., 0 oz.) — Ronald M. Skwarek, Rosemount, Inc.

*Perch* (14 oz.) — Joe E. Sus, Jr., Johnson Wax

*Brown Trout* (8 lbs., 2 oz.) — Horst Wolf, Haranischfeger Corp.

*Lake Trout* (30 lbs., 6 oz.) — Howard Stockdale, Kodak Canada

*Rainbow Trout* (8 lbs., 0 oz.) — Gary J. Senft, U.S. Post Office

*Walleye* (11 lbs., 12 oz.) — Robert Wood, Eastman Kodak Co.

*Door Prize Winner* — Jack E. Blupker, Michigan Bell Telephone Co.

## Fishing Contest

**Gene Miller** from Michigan Bell did a fine job again this year in conducting the NIRA Fishing Tournament. Winners will receive NIRA trophies as well as prizes donated by the Heddon Tackle Company. Gene sent us the following results as well as the accompanying photos:

*Largemouth Bass* (8 lbs., 4 oz.) — William Brede-meyer, Tokheim Corp.

*Bluegill* (1 lb., 15 oz.) — Michael J. Mosby, 3M Company

*Muskellunge* (28 lbs., 12 oz.) — Rick Whetham, Dofasco

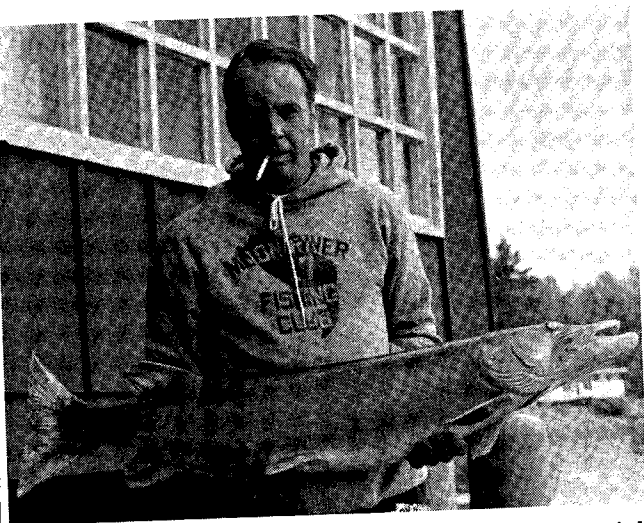
## Photo Contest

**Dick Brown**, Texas Instruments, reports that he is receiving contest entries regularly. Dick feels that the fine prizes available to winning entries should encourage every member company to enter the contest. However, there isn't much time left — the entry deadline is Friday, April 15, 1977. Contest winners will be announced at the Annual Conference and their entries displayed.

## Bowling Tournament

**Andy Zadany** of Corning Glass, this year's Bowling Tournament Coordinator, has been hard at work processing Tournament results. Andy reports that he received a substantial number of entries and that he was encouraged by the interest expressed by member companies. A complete summary of Tournament results will be mailed to members.





The prize-winning muskellunge was caught by Rick Whetham of Dofasco.



Which one is the winner? Kodak Canada's Howard Stockdale displays his champion trout and a companion catch.



Robert Wood of Eastman Kodak took the prize for this hefty walleye.

RM, March, 1977

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CIRCLE READER SERVICE CARD NO. 24

# Buying Recreation Apparel

Some basic questions and answers  
on how to outfit the team . . .  
or stock the company store

with Mike Milens

*Mike Milens is Vice President of King Louie International, manufacturer of recreation apparel and a NIRA Associate member. Recently, we asked him about the basics of starting a sports apparel program for employees.*

**Why should a company invest the time and/or expense in a recreation apparel program? After all, employees can play ball without wearing uniforms.**

A company offers its employees special sports apparel for the same good reason that it has a recreation program: to foster company spirit and develop a sense of pride and togetherness among the employees. Of course, you can play ball or bowl or conduct many other recreation activities without uniforms and other special apparel. But employees like to feel special about their teams and their recreation programs. Probably the very best way to encourage their company pride is with recreation apparel.

**Can a recreation association with a small budget afford to get involved with a sports apparel program?**

Yes, Definitely. Some associations choose to underwrite some or all of the cost of recreation apparel. You can offer a fine program, though, for only the cost of your time as administrator. The recreation director can make catalogs available to the employees and simply act as the ordering and receiving agent. Employees will purchase their uniforms or other apparel individually.

**How would a recreation director go about choosing an apparel supplier for the first time?**

Choosing the right supplier is very important. You want to order from a reputable manufacturer. You want your shipment to arrive on time. And you want your employees to be satisfied.

To find a reliable supplier, you can turn to NIRA Associate members — and, of course, we hope that you will. Whatever route you take, compare suppliers and make certain you order top quality apparel.

**What determines quality in a recreation garment?**

It's often the "hidden features" that make the difference. One of the most important, we think, is fabric quality. The higher the thread count — that is, the closer the weave — the better quality fabric you have. A high thread count gives a garment more body and durability. High thread count also means that there is more thread to take the dye, so you get deeper, richer colors. High thread count also gives you a fabric that will take lettering and flocking better.

**What else, beside fabric, determines quality in sports apparel?**

There are a number of other features — things you might not notice, but which affect the quality of a garment. In garments such as jackets, which have linings, see if the linings fit the new garment exactly. A "preshrunk" lining may be cut bigger than the garment. It will shrink to fit after the first washing, but when your employee first receives



the jacket, the lining will hang below the outside portion of the garment, giving it a sloppy, unfinished look. A Sanforized® lining, on the other hand, can be cut to fit.

Check other details. Are the armholes cut generously for ease in use? Are fasteners and buttons secure and well-made; do they match or contrast well with the garment? Is elastic in cuffs of high quality; is it cut to fit each size separately, or does the manufacturer simply run a standard-sized band in the cuffs? Do collars lie straight and smooth? Are pockets and plackets deep and well-finished? Are hems smoothly "blind-stitched" or simply "top-stitched"?

Each finishing touch seems unimportant, but altogether they make the difference between a poorer quality garment and one that will look and wear well.

#### **But don't all these quality factors add to the price of the garment?**

You may be talking about a couple of dollars' difference between a less desirable garment and a quality one. I've found that experienced recreation directors are not excessively price-conscious. After all, if a guy's bowling shirt or softball uniform doesn't hold up, he is going to think, "Look at this cheap thing the company sold me." It will come back to you and the company. The employee isn't going to blame the manufacturer.

#### **How can a recreation director tell whether a garment will have these quality features?**

Ask for samples and complete information. Get fabric swatches from the supplier and ask your salesman about thread count. If possible, get sample garments to examine. There

may be a charge for the supply of ready-made items, but it pays to see first-hand what you are recommending to your employees.

#### **How do most recreation directors go about choosing the uniforms, shirts, or whatever, to order for employees?**

Most leave the choice up to the employees since they will be wearing the garments. Ask your supplier for catalogs which you can distribute to your employees, perhaps through team captains and league officers. Let the employees look over the entire line and make their choices. Then, either you or the captains and officers can take the orders, note lettering specifications and take employee payments. You then send the order to the supplier and work out the payment arrangements with him.

#### **When should the employee association order uniforms and other apparel?**

For some items, say softball uniforms and bowling shirts, the demand is seasonal. Bowling, for instance, usually runs from August through May. You should allow two to three weeks' lead time to assure that your shirts, lettered with team or company names, arrive in time for the season. Here, too, your choice of a supplier makes a difference. If he represents a large concern with materials and garments in stock, you will get fast delivery — sometimes by return mail.

#### **What if a recreation director wants to make sports garments available for sale in the company store? How can he determine the number of items to order in each size, style, color, etc.?**

There are a couple of ways to handle this problem. You could keep your supplier's catalog in the store and take employees' orders there. Or, you could order a supply of garments and have them on display for direct purchase.

If you order a selection of garments for resale, ask your supplier to help you with the size and color selection. The number of garments in each size category follows an established proportion and is fairly easy to predict. Color choices are not as easy to estimate. You will have to expect, for example, that your company color will be especially popular. Even so, there are some guidelines for color selection as well.

rm

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CIRCLE READER SERVICE CARD NO. 25

# free nira publications

## FREE TO NIRA MEMBERS ONLY

### ***How to Plan and Organize a Successful Outing***

This 22-page brochure offers step-by-step suggestions on organizing company outings. It outlines the basics simply and clearly, assuming no previous experience in organizing group trips. A work schedule and check list are included.

**CIRCLE READER SERVICE CARD NO. 2**

### ***Organize Clubs for Fishing, Cruising, Racing, Skiing***

This 15-page booklet was prepared with the water sport enthusiast in mind, but many of the organizational tips provided apply equally well to a wide variety of sports and special interest clubs. Sample releases, membership applications included.

**CIRCLE READER SERVICE CARD NO. 3**

### ***Shooting as a Sport in Business and Industry***

This brochure presents the benefits of shooting clubs and outlines the basic steps of organization and affiliation with the National Rifle Association. By-laws, elections, activities and participation in national tournaments are explained.

**CIRCLE READER SERVICE CARD NO. 4**

### ***How to Organize and Promote Bowling Leagues***

This National Bowling Council brochure enumerates each step in the organization of company leagues and explains how to obtain league sanction. Sample publicity pieces are included.

**CIRCLE READER SERVICE CARD NO. 5**

### ***Action in Aquatics***

An excellent resource for administrators of any aquatic program, this 233-page book reports extensive research material presented to the 1974 18th Annual National Aquatic Conference.

**CIRCLE READER SERVICE CARD NO. 6**

### ***Board of Directors of the National Industrial Recreation Association Invites You to Become a Member***

Revised for 1977, this primary NIRA pamphlet outlines the various NIRA membership categories, and their specialized benefits. Included is a membership application.

**CIRCLE READER SERVICE CARD NO. 7**

### ***By-Laws, National Industrial Recreation Association***

This paper-bound edition of NIRA's by-laws includes all amendments passed in the last two years by the Board of Directors and national member referenda. Also included is a map of NIRA regions.

**CIRCLE READER SERVICE CARD NO. 8**

### ***Typical Constitution and By-Laws for Industrial Recreation Councils***

The sample constitution and by-laws provide local companies with organizational models. Full assistance to IRC organizers is available from NIRA.

**CIRCLE READER SERVICE CARD NO. 9**

### ***Industrial Recreation Councils: Who, What, Why, How***

This four-page pamphlet defines a Council and explains the benefits of local organizations for recreation professionals. It also provides a "how to" outline of IRC organization procedures, including helpful suggestions on how to enlist support from both NIRA and your community.

**CIRCLE READER SERVICE CARD NO. 10**

### ***Typical Constitution and By-Laws for Employee Recreation Association/How to Apply for Recognition of Exemption for an Organization***

The sample constitution and by-laws will be helpful to administrators who are organizing their programs under official associations or clubs. Also included are the most recent Internal Revenue Service requirements for tax-exempt incorporation.

**CIRCLE READER SERVICE CARD NO. 11**

### ***Recreation Program Survey***

This sample survey organizes programming options into an easy-to-complete employee survey. Recreation administrators will find it helpful in compiling their own activity interest studies.

**CIRCLE READER SERVICE CARD NO. 12**

### ***The Key to a Successful Bulletin Board System/The Inside Story of a Good Promoter***

These two papers make an informative team for the recreation director who hopes to improve his/her promotion and publicity efforts. Both give point-by-point checklists of successful recreation program P.R.

**CIRCLE READER SERVICE CARD NO. 13**

### ***Sample company recreation publications***

The NIRA office has over fifty sample recreation publications on hand for free distribution. The collection of booklets, brochures, leaflets, newspapers and bulletins has been donated by a wide variety of companies with many different kinds of programs.

**CIRCLE READER SERVICE CARD NO. 14**

# BOARD OF DIRECTORS' WINTER MEETING

**N**IRA's course for 1977 will be marked by improved information services for members and a more determined drive for new members. These two concerns were predominant at the Board of Directors meeting in Ft. Lauderdale, Florida, January 10-12. Several developments will be of immediate interest to members:

— NIRA ended 1976 in sound financial condition. The Board authorized an audit of the Association's 1976 financial records.

— Because of the Association's growing financial strength, the Board feels the time is right to develop a wider membership base. To aid membership promotion, the Board authorized a modest public information effort, directed toward national publications for business leaders, particularly personnel and employee relations executives. The new drive will be coordinated by Patrick Stinson, NIRA Vice President of Membership, Promotion and Services.

— The Board approved several suggestions from the Public Relations Committee for the improvement of information services to members. *Recreation Management* will soon initiate a new monthly "Chairman's Comment" department in which NIRA's Chairman of the Board will address topics of special concern to employee recreation



**The Public Relations Committee takes advantage of the Florida sunshine. Discussing publications plans are, foreground, Elizabeth Burchard; left to right, Ellis Rhodes, Howard Bunch and A.C. (Al) Ward. Not pictured is Art Conrad.**



**Region VIII Senior Director George Grigor greets Virginia Conrad, wife of Vice Chairman of Public Relations Art Conrad.**

and services administrators. The Magazine will also expand coverage of NIRA national and regional conferences. More information on educational sessions will be published throughout the year, es-

pecially for the benefit of those who are unable to attend Conferences.

— After a successful year for NIRA tournaments, the Board has added a new golf tournament to the summer schedule. In an effort to bring national competition to members who cannot travel to on-site tourneys, the Board authorized a postal golf tournament to run in addition to the regular on-site contests. Details will be published as the season nears.

— The 1977 NIRA Conference program, as outlined in this issue of *RM*, will offer a full schedule of educational sessions. Even as the current Conference entered its final planning stages, site selection for future meetings — as far ahead as 1985 — came under discussion. The 1978 Conference will be held in Dallas, while the following year's meeting is scheduled for Rochester, New York.

— CIRA/CIRL Coordinator John Tutko, CIRA announced the approval of three new Certified Industrial Recreation Administrators (CIRA's), who will be formally inducted at the May Conference:

**Elizabeth Burchard —**

Northwestern Bell Telephone Company

**continued  
on following page**

## Board Meeting continued

**Timothy Shroyer** — General  
Motors Corporation

**Jill Tippin**—Solar

Tutko also reported that *Who's Who in Business, Industry and Government Employee Recreation*, the first directory of CIRA's and CIRL's, is being printed.

— Awards application booklets have been mailed to all members. The Awards Committee this year will be chaired by Conference Chairman William DeCarlo, CIRA. He and Committee members Stephen Waltz, CIRA; Gloria Boyles, CIRA; and Reeves Tevis will review the applications. Awards will be presented at the May Conference.

— Looking to the future strength of NIRA, the Board welcomed the preliminary draft of a guideline for regional management. Support in the future will be directed toward the development of strong regional organizations within the national Association. **RM**

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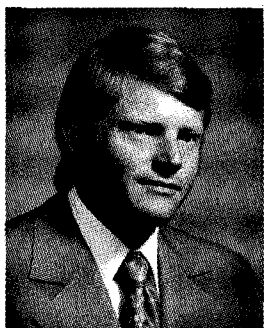
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by Anthony W. Kotz  
Kotz & Schneider  
Land and Recreation  
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Syracuse, N.Y.

## Development steps: contract & completion

Last month, we offered a checklist, which we use with variations, to identify the steps in a development program up to approving the final construction documents. Following is the remainder of the checklist:

24. Select contractors for bidding or negotiating (Owner and Consultant)
25. Issue bidding documents (Consultant)
26. Receive bids (Owner)
27. Analyze bids (Owner and Consultant)
28. Submit contract recommendations (Consultant)
30. Approve bonds, insurance, and subcontractors (Consultant)
31. Assist in contract preparation (Consultant)
32. Execute contract (Owner)
33. Issue proceed orders to contractors (Consultant)
34. Observe construction (Consultant)
35. Prepare inspection reports (Owner)
36. Approve shop drawings and samples (Consultant)
37. Prepare monthly payment certificates (Consultant)
38. Review construction reports (Owner and Consultant)
39. Hold conference on problems (Owner and Consultant)
40. Make monthly contract payments (Owner)
41. Prepare change orders (Consultant)
42. Approve change orders (Owner)
43. Obtain contract guarantees (Consultant)
44. Make final inspection (Owner and Consultant)
45. Receive waiver of liens (Owner)

### 46. Accept project and final payment (Owner)

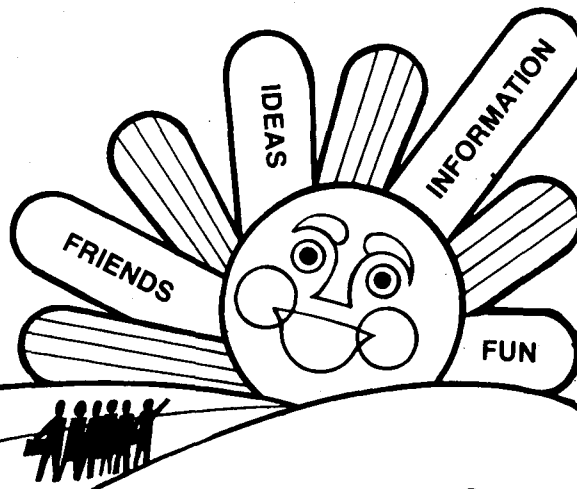
It should be evident that the Owner and Consultant each have many responsibilities to insure a successful construction project.



It is essential that your consultant observes the construction of your facility.

RM

## ON THE HORIZON



1977

CONFERENCE — ORLANDO

plan to be there!

# The Great Ticket Triumvirate

with Rose Migliore, Inez Greenstadt and Patricia Byrne

**T**HIS is the story of how three major medical centers in New York City worked together to bring the advantages of a huge discount ticket program to their employees. The three — Downstate Medical Center, Mount Sinai Medical Center and New York University Medical Center — take advantage of their location in the nation's theatre capital to bring the best of Broadway shows and other entertainment within the reach of their employees. Their experiences can help recreation directors across the country plan similar programs for their organizations.

All three centers have large medical and Ph.D. programs with a combined employee force of some 30,000 and a student population of about 4,000. Their cooperative ticket program has made excellent use of group buying power, to the benefit of both the employees and local attractions. They are sure that their success can be repeated by other organizations.

## An experimental beginning

It has become traditional for Broadway producers to offer special ticket rates to students, either through student activities offices or through "student rush" tickets. ("Rush" tickets are available at the box office 30 minutes before curtain time.) With a production that has not proven its worth critically, tickets are sometimes even available *gratis*. More and more, Broadway shows are also offering discounted prices to any sizable group. It was natural, with the precedents, for the employees of the medical centers to request that discount theatre ticket programs be offered to them.

The recreation directors of the centers' programs, **Rose Migliore** of Downstate, **Inez Greenstadt** of Mount Sinai, and **Patricia Byrne** of New York University, all received administrative approval and established ticket programs to take advantage of the group sales being offered in the city. Even though free student tickets were not usually available to the employees, the discounts were attractive. In many cases, the three purchased full-

priced tickets for special shows, not only because employees like seeing shows together, but also because they like having someone handle the details of getting tickets for them.

"It is not unusual," said Inez Greenstadt recently, "for the entire X-ray department, for example, to go see the same show on the same evening. If they like it, they may go back to see it again the next week. It's wonderful for department morale."

Now the three medical centers offer tickets for not only theatrical productions, but also ballet, opera, sports, the circus, and concerts. *A Chorus Line* and *For Colored Girls* . . . are presently the shows most popular with employees. These two are followed closely by *Fiddler on the Roof*, *The Wiz*, *Bubbling Brown Sugar*, *Chicago*, *Grease*, *My Fair Lady*, and *Guys and Dolls*.

Rose Migliore of Downstate said, "We cannot get enough tickets to satisfy the demand for events like the Harlem Globetrotters, the Ice Capades and Broadway hits like *A Chorus Line*. One of our students recently came in with his ticket stubs for an entire year and thanked me for making it possible for him to see over \$800 worth of events. Some were free, of course, but the rest were discounted group sales tickets."

## The great triumvirate

From a small experimental start, it is now estimated that the three centers are responsible for the distribution of close to 100,000 tickets annually, representing a full box office price of approximately one and one-half million dollars. All the while, they provide their employees with a savings in time and, usually, considerable money, as well as important access to the best entertainment in the city.

The recreation directors of the three medical centers cooperate fully with one another. One center may buy tickets to a production and offer them to all three centers. What does not sell well in one center may be very



popular in another. This cooperation helps all three institutions to offer the most comprehensive ticket program possible. Because of their unusual cooperation, the three directors are known in theatrical group ticket circles as "The Great Ticket Triumvirate". A more unlikely trio could hardly be found. The three have widely different tastes and backgrounds. Byrne, a transplanted British actress, is a graduate of the Royal Academy of Dramatic Art. Greenstadt hails from Mississippi and has a background in guidance counseling. Migliore was born in Brooklyn where her employer, Downstate Medical Center, is located. She began her career as the secretary to the Associate Dean of her center.

Regardless of their differences, the three women share a love of the theatre. They follow the latest news of the stage, not only because they love it, but also because they feel it is essential to know what to recommend to their employees.

Said Patricia Byrne recently, "My employees and students really count on me to let them know what the latest news and reviews are. I personally try to see as

many events as possible, and I constantly read reviews, both out-of-town and in the city."

### Putting it all together

In establishing a ticket program, all three directors recommend first of all that one person be put in charge of administration. The ticket administrator should be knowledgeable about all events available in the area.

The second step in a successful ticket program is to establish a method and bookkeeping system for the purchase of tickets. Each of the three medical centers uses different methods. In some cases, they buy tickets predicated on what they think will sell. In others, they collect money in advance of ordering tickets. In either case, they have found that a special checking account is a must.

Thirdly, promotion and publicity are necessary to the success of the program. While word-of-mouth is most

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continued on following page



*A Chorus Line* is a favorite with "Triumvirate" theatre-goers.

## Ticket Triumvirate continued

effective, company newsletters, posted notices and even taped phone messages are important means of spreading the word.

Program administrators may want to consider special membership fees for ticket programs. At the three medical centers, employees were initially admitted to the programs free, in order to give the programs a chance to develop and establish themselves. Now, at Downstate, each employee buys an annual membership at a minimal \$5. At both Mount Sinai and New York University, employees buy cards, good for ten ticket purchases, also for \$5. The cards are used as receipts and must be presented when tickets are ordered or received.

Theatre offerings abound in New York City. In most communities across the country, however, recreation directors can easily obtain tickets for theatrical productions and other events by contacting group sales representatives. Virtually all box offices can handle group discount arrangements.

### Ticket program checklist

Byrne, Greenstadt, and Migliore operate their individual and cooperative ticket programs according to careful guidelines. They offer several suggestions to

recreation directors who hope to organize ticket programs of their own:

1. Accept no refunds or exchanges after your deadline. If your employees cannot use tickets they have purchased, make every effort to find second buyers, but do not be responsible for refunds or resales.
2. Fill ticket orders on a first-come-first-served basis.
3. Try to seat people together, if they wish to sit in a group. However, do not guarantee specific seat locations, particularly with discounted tickets.
4. Make certain that all orders are pre-paid well ahead of the performance date.
5. Limit and publicize the hours during which employees may order and receive tickets.
6. Get a telephone number where each ticket purchaser can be reached.
7. Always check the receipt before giving the employee his/her tickets.
8. Investigate a mail order distribution system. It may work well for you.
9. Check around to make sure you are getting the best discount possible. Not all group sales representatives offer the same discounts for a particular event.

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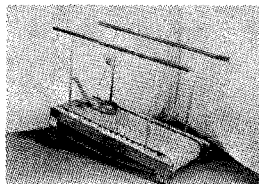
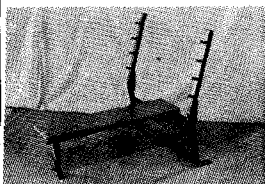
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10. Encourage your employees to report on the events in your program. Their reactions are your best guide to their interests and needs.

11. Be conservative in ordering tickets. It can be simpler to increase a small order than cancel a large one. After payment, most theatres are under no obligation to give you a refund or an exchange.

12. If you have the funds and feel secure about the number of tickets your employees will buy, do not post ticket information until you have the tickets in hand. In this way, you will have only one transaction with the employee-purchaser. The employee can also see the precise location of the seats.

13. Do not forget your retired employees. You may find many special discounts available exclusively for them.

If your organization is able to subsidize a ticket program, take special care that the selection of events represents something for everyone. Develop as wide a variety of offerings and as fair a distribution system as possible. Such a decision by management can open the means of introducing employees to the performing arts and other entertainment they may never know except, perhaps, through television.

Patricia Byrne of New York University could have spoken for her two colleagues in the "Ticket Triumvirate" when she said recently, "It is really heartening to have received such a great response to the program, not only from students, nurses and faculty, but also from the staff in general. We are proud to have helped bring an exciting, stimulating world within the reach of our employees — for just the price of a ticket."



The Great Ticket Triumvirate: (left to right) Rose Migliore of Downstate, Patricia Byrne of New York University and (seated) Inez Greenstadt of Mount Sinai.

PM

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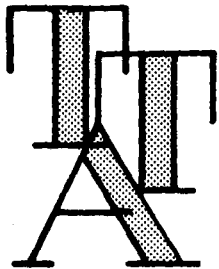
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# associate profile

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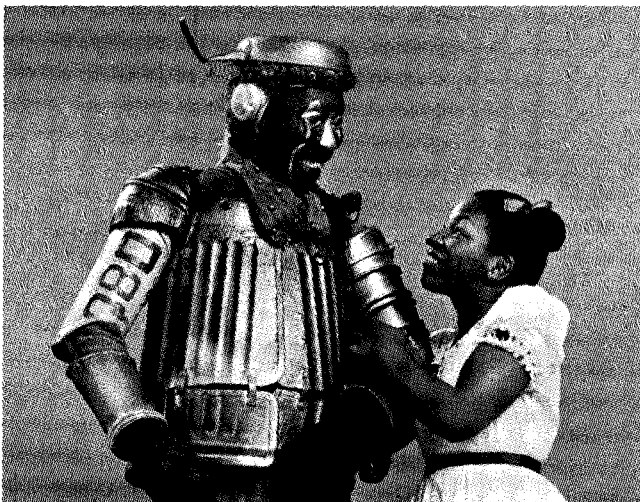
With over 45 years of experience in the New York Metropolitan area, Theatre Ticket Administrators (TTA) has expanded its operations to become the first national group sales box office. Representing such exciting Broadway hits on tour as *A Chorus Line*, *California Suite*, *For Colored Girls . . .*, *Grease*, *Pippin*,

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You can profit from the service of Theatre Ticket Administrators and save your group dollars on theatre tickets when Broadway shows tour your area. Read on page 18 about how three of TTA's New York customers have established their ticket programs.

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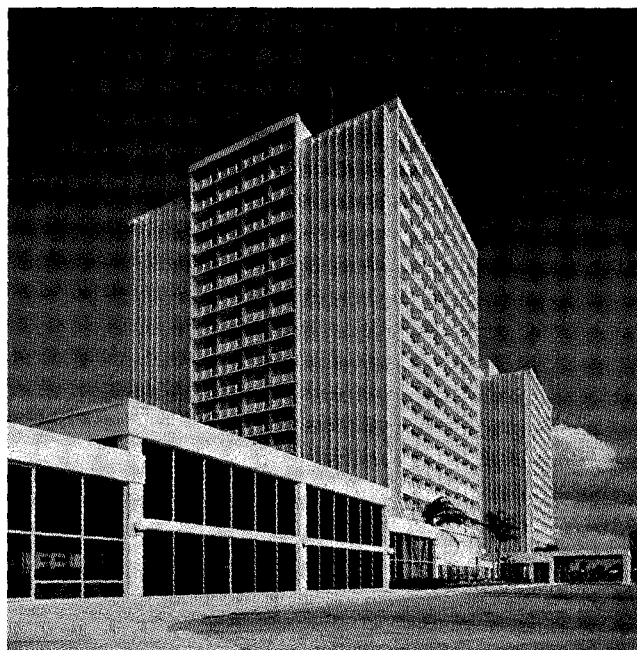


*The Wiz*, the Tony Award-winning musical, is among the shows represented by TTA.

RM

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# Liability:

## How to cover your programs

by Steven McKeel

*Steven McKeel is a corporate attorney for Johnson Wax, headquartered in Racine, Wisconsin. As a Johnson employee, he is active as both an advisor and a participant in the company's award-winning recreation program, headed by Richard Wilsman. At the 1976 NIRA Conference and Exhibit, McKeel's educational session on liability generated great interest among delegates. This article is condensed from his remarks.*

### WHAT IS THE LIABILITY PROBLEM?

Liability is a complex subject. It is further complicated by the fact that there are fifty different states with fifty different sets of rules. An attorney from one state cannot advise recreation administrators from across the country in any detail. You must recognize, too, that you cannot cover yourself completely. There are some basic considerations, however, which are essential to any recreation liability discussion.

First of all, use your own professionals. Two of the most important people for you to know are your company attorney and your insurance agent or advisor.

Recreation administrators should not be expected to be experts in the law or insurance or in analyzing liability questions. Most NIRA members have people on their company staffs whose job it is to provide this expertise. If you do not already know them, get to know them. These people have training — not, perhaps, in recreation — but in solving the types of liability problems you may be facing with your programs.

Secondly, it is crucial that you become sensitive to the areas in which you may be liable. There are several very general areas with which you should be familiar:

#### **Negligence (Tort) Liability**

This is the broadest area of liability and the one against which it is easiest to protect yourself. It includes sports injuries, auto accidents and other injuries which can occur during many of your most common activities. Under the "assumption of risk", your participants are understood to participate voluntarily in activities which carry with them some inherent risk.

#### **Contract Liability**

This is an area in which the recreation director may not be as vigilant as necessary. Beware of "fine print" and "hold harmless" clauses in facilities contracts you sign. You must look at those contracts very carefully.

#### **State Laws**

As noted earlier, liability varies from state to state. Many states, though, extend liability to employee activities simply because some benefit to the company can be established. They are not looking so much anymore for direct company sponsorship to establish liability.

#### **OSHA**

You should know about the Occupational Safety and Health Act (OSHA) if you have employees yourself. Otherwise, it will not be as important as other laws in



your overall liability concerns.

### **The Civil Rights Act**

Failure to provide open programs or facilities, or providing them on a discriminatory way can constitute a violation of the Civil Rights Act. You have a duty to review the openness of your programs to everyone. Your programs and facilities must be available on a general basis to all your company's employees.

## **HOW CAN WE PROTECT OURSELVES?**

There are some basic actions a recreation director can take to decrease his or her vulnerability to liability problems:

- (1) The best single way to approach your liability problems is to develop a sensitivity to what they might be and to use good common sense in dealing with them.
- (2) Exercise control over your programs. In the case of alcoholic beverages, for instance, be able to regulate the situation and, if you serve alcohol, anticipate the problems you might face.
- (3) Be sure you have the staff help you need for every

activity.

- (4) Talk with your corporation lawyers about incorporating your recreation association. When you are unincorporated, each individual could be held liable. Under incorporation, you can protect your people.
- (5) Also talk to your attorneys about analyzing the liability aspects of your programs.
- (6) Releases can solve many of your small liability problems. Sports participants, for instance, should acknowledge that they are assuming the risk of being injured. This probably will not help you in a suit, but it could stop a complaint from reaching that stage.
- (7) As a minimum protection, you should carry good general insurance coverage. Also, if you have recreation staff employees, you must carry Workers' Compensation. Be sure you have auto insurance, if applicable, including uninsured driver protection. Bond your employees.

First and foremost, meet your company experts in law and insurance. Talk with them about your liability questions and rely on their expertise and advice. **RM**

## **The 1977 NIRA Conference & Exhibit is long on education**

### **Learning sessions this year will include:**

- Recreation as a business
- Leadership by objectives
- Budgeting recreation programs
- Fees, charges and cash control
- Contract negotiations
- Your NIRA organization — overview
- Physical fitness seminars
- Recreation clubs and the IRS
- NIRA membership survey report
- Workshops on bookkeeping

*"Together We Are Something"*

Plan to Attend



by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** We are considering a new approach to charitable drives this year. Instead of campaigning for the local community umbrella charity, we plan to collect contributions from the employees and distribute them according to the decision of an employee panel. This way, we feel the charitable feelings of our members can be more accurately represented. Do you have any suggestions on how this kind of program can be administered?

**A.** Be very careful when administering charitable drives of any kind. There are so many causes — both worthy and questionable — that there can never be sufficient funds to fulfill all requests. Choices can be difficult. Neither all worthy causes nor all interested donors can be satisfied. Endeavoring to distribute funds through member committee involvement may be opening a can of worms. Such work is usually best left to established and experienced outside agencies.

The recreation staff has neither the time nor the funds to research all requests for your charitable contributions. Neither does the average employee committee member have sufficient training in this area to evaluate properly the distribution of welfare funds. Professional social workers are hired by established charitable agencies to perform these functions.

Employee organizations that have been involved with community welfare projects try to follow a few simple rules. The following list may prove helpful in your situation:

1. Solicitations should usually be limited to one — and never more than two — approaches annually. Avoid concurrent or frequently repeated drives.
2. Emergency solicitations, for the relief of mass disaster victims, for example, can arouse great sympathetic response. If your association becomes involved in such a drive, let trained social agencies distribute any funds you collect.

3. Leave religious, political or fraternal organization assistance to individual members. Reserve company supported drives for public charities.
4. Do not use pressure tactics in solicitation of funds. They may make the company donation look impressive to the general public, but they can only cause employee resentment toward both the company and the charity involved.
5. Thoroughly research any requests for funds, making sure the need is real and the organization, agency or individual administering the fund is experienced and trustworthy.
6. Charity really does begin at home. Look within your own organization for hardship cases: single-parent families, home fires, extended illnesses and so forth. The concern of the company and coworkers will never be forgotten by the employees in need or by those who learn about your efforts.
7. Money is not always the greatest need. Volunteer services may be just as welcome in the community and may prove more rewarding to the participants. Help employees give service to charitable committees and agency boards. Encourage them to adopt weekend and holiday "orphans", visit the aged, serve in hospitals, provide transportation for your own retirees, and assist fellow employees in times of distress.

Recent public opinion has turned away from welfare programs of every sort. This includes employees' attitudes toward charitable drives. Your association members may be more suspicious of money give-aways than they were a few years ago. They may demand an accounting of fund distribution and want to see direct evidence of the effectiveness of programs supported by their donations. This is as it should be. But it will mean that you must take special care not only with your choice of charitable programs but also with your method of fund distribution.

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*The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.*

RM

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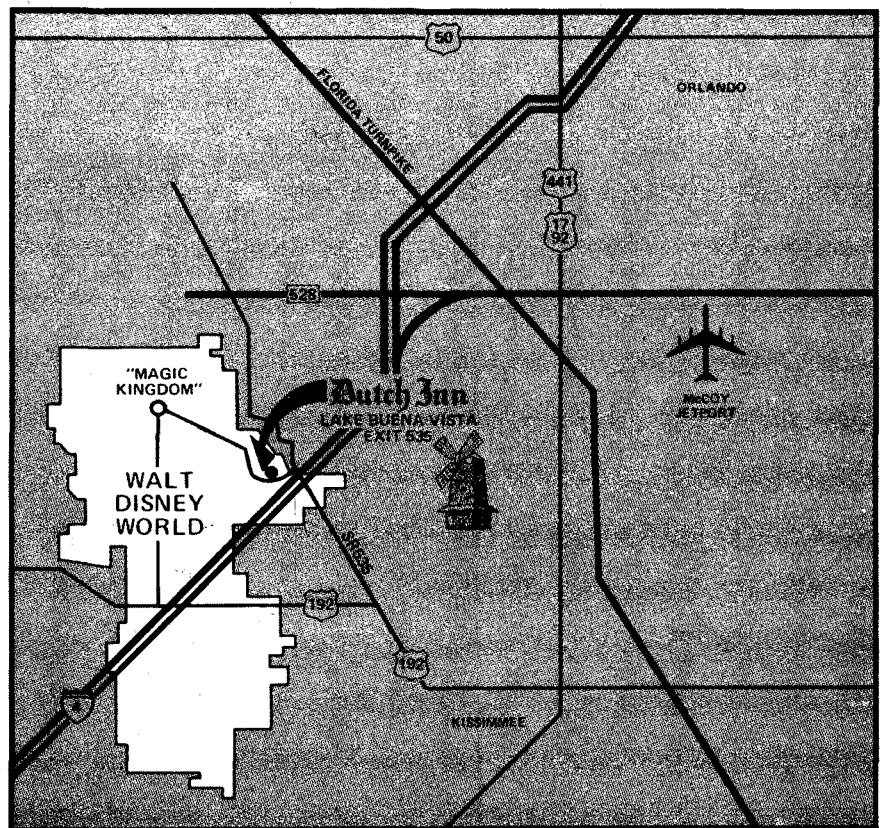
*"Together We Are Something"*

# 1977 Conference Program is long on education

**I**N 1977, NIRA members need to know how modern business techniques can help them administer their recreation programs. They want to learn about tax laws, accounting procedures, programming tips and travel options. They want more information about physical fitness programs. They need to meet other professionals in their field to share experiences.

NIRA's thirty-sixth annual Conference and Exhibit, May 12-17 at the Dutch Inn near Orlando, Florida is designed to meet these needs. A strong schedule of educational sessions includes many important topics demanded by NIRA members across the country. Because the Dutch Inn is located in the heart of Florida's family entertainment district, the Conference will also include several familiarization tours as well as exceptional entertainment for delegates and their families.

The Conference Program Committee, under the Chairmanship of **Ned "Doc" Medley** of the Naval Training Center in Orlando, has completed the schedule of daily Conference activities. A detailed program will be published in the May/June Conference issue of *RM*.



## Delegates Program

**Thursday, May 12** is reserved for the arrival and registration of delegates, exhibitors and their families. Everyone will take the time to unpack, greet one another and become familiar with the Conference site and schedule. Delegates and

their families will enjoy the beautiful Dutch Inn pool and the children will appreciate the adjacent playground.

**Friday, May 13** at 9:00 a.m., 1976-77 Chairman of the Board **Roy McClure** will officially open the Conference and Exhibit. This year's

theme, "Together We Are Something" will be presented in a film supplied by the American Society of Association Executives. The NIRA Board of Directors will meet during the morning while the delegates' educational sessions begin.

New NIRA members and those attending a Conference for the first time will be especially interested in the introductory session, "Your NIRA Organization — From Student Member to Chairman of the Board". During midday, delegates will be invited to review neighboring Walt Disney World on a complimentary tour. Friday evening, the Grand Opening of Exhibits will offer delegates their first opportunity to shop for recreation goods and services.

**Saturday, May 14** will open with regional breakfast meetings. Delegates from NIRA's nine regions will meet separately to discuss topics of local interest and to elect new regional representatives to the Board of Directors. By 11:00 a.m., delegates will be served an informal luncheon and they will enjoy more visits with exhibitors.

Mid-afternoon on Saturday, the first session of a multi-part seminar on physical fitness will open. The sessions will cover all aspects of employee fitness programs, including selling the idea to management, monitoring employee progress, calculating the effect of fitness on productivity, administering fitness programs under various budgets, and more. Also in the afternoon, the crucial and complicated problems of liability in industrial recreation will be the topic of another educational session.

New Board members and officers will be elected in the annual NIRA meeting late Saturday afternoon. Also at the meeting, regional representatives will announce their new Junior and Senior Directors. Saturday evening, formal activities will

conclude with a familiarization tour of the popular Stars Hall of Fame.

**Sunday, May 15** will begin officially with a breakfast for Certified Industrial Recreation Administrators and Leaders. The vital question of employee associations and their relationship to the Internal Revenue Service will open Sunday's sessions. Taxes, non-profit status, and other matters important to recreation organizations will be covered. Concurrently, delegates may choose from three other sessions, including one on travel packages and the second session in the physical fitness seminar.

At mid-morning, a second round of concurrent sessions will include the third physical fitness session as well as a discussion of the 1977 NIRA membership survey, the most detailed and complete NIRA survey ever conducted. (Copies of the survey report will be available at the Conference. A summary will appear in the May/June issue of *RM*.)

The remainder of Sunday morning will also be filled with a varied selection of educational sessions. Some delegates will be interested in a panel discussion involving recreation students. Others may prefer to learn about "Conducting Recreation as a Business" or "Recreation Leadership Styles". Still more will catch more of the physical fitness seminar. A familiarization tour of Sea World will provide a break in the Sunday afternoon schedule.

The evening will begin with an open session in the exhibit hall. Later, the NIRA Awards banquet will honor outstanding leaders in employee recreation in 1976, including the NIRA Employer of the Year. New CIRA's and CIRL's will be inducted during the evening's ceremonies.

**Monday, May 16** again will force delegates to choose from a fascinat-

ing line-up of educational sessions. Scheduled sessions will discuss "Budgeting Recreation Programs" in groups of delegates from similarly-sized companies during the first morning sessions. Later, concurrent meetings will cover the Citizens Savings Award winners in each company size category. The exhibit hall will be open for a final session over an extended luncheon.

Monday afternoon will open with a general session on promoting travel to employees. In the later half of the afternoon, delegates will visit one of the largest military recreation programs in the country at the Orlando Naval Training Center. The social and entertainment highlight of the Conference will follow on Monday evening, when the Dutch Inn hosts the NIRA Ball, honoring 1976-77 Chairman of the Board **Roy McClure** and 1977-78 Chairman **Fritz Merrell**.

**Tuesday, May 17** will also be a full day for delegates. Concurrent sessions in the morning will include a "Workshop on Bookkeeping", a discussion of "Fees, Charges and Cash Control", and an outline of "Leadership by Objectives". Delegates will be faced with another tough choice for the later morning when concurrent sessions will continue the "Bookkeeping Workshop" and touch on "Contract Negotiations", and "Problem Solving" techniques.

1977-78 Chairman of the Board **Fritz Merrell** will keynote the late morning conference summary. The afternoon will conclude on light note for delegates and their families with a familiarization tour of Circus World.

Complete delegates' budget information has been mailed to each NIRA member. Additional copies, as well as answers to individual questions are available from the NIRA office.

**continued**

## Spouses' and Children's Programs

Delegates may want to give special consideration this year to bringing their families to the Conference. A "family wing" of the Dutch Inn will be reserved for NIRA members who bring children with them. Separate Programs for spouses and children will help make the trip worthwhile and entertaining for the entire family. As always, spouses will be encouraged to attend the regularly scheduled delegates' activities.

Spouses who come to the Conference with their children will be glad to learn that entire families will be welcome to attend the familiarization tours of Walt Disney World, Stars Hall of Fame, Sea World and Circus World. During the entire children's program, free babysitting and chaperone services will be provided for children who register with their parents.

**Friday, May 12** will begin with a breakfast for spouses and children. An organizational meeting will explain the details of the babysitting arrangements and the children's program. The remainder of the day will be occupied with a tour of Walt Disney World, the opening of the exhibit hall and socializing with other delegates and their families. On Friday and every subsequent Conference night, free babysitting will be available in the "family wing" from 9:30 p.m. until midnight.

**Saturday** morning while the children enjoy their breakfast, spouses will meet NIRA First Lady **Marie McClure** and incoming First Lady **Virginia Merrell** at a "get acquainted" coffee. While the children spend an exciting and fully chaperoned day at Disney World, spouses will enjoy a Royal Hawaiian Review sponsored by the Orlando Naval Training Center Club wives.

Spouses will return in the afternoon for the opening of the exhibit hall and shopping at the nearby Lake Buena Vista Shopping Center. A family tour of the Stars Hall of Fame will round out the formal portion of Saturday's program.

Spouses and children will enjoy the **Sunday** morning tour of Sea World. While spouses join delegates later in the exhibit hall, children will attend a special poolside cook-out. As the evening NIRA Awards banquet gets underway, the kids will see a full-length feature film sponsored by the Warner Bros. Film Gallery.

**Monday, May 16** will be another fun day at Walt Disney World for the children while spouses attend morning sessions with delegates. In the afternoon, spouses can attend a special self-defense demonstration and round out the afternoon with a leisurely tour of the Lake Buena

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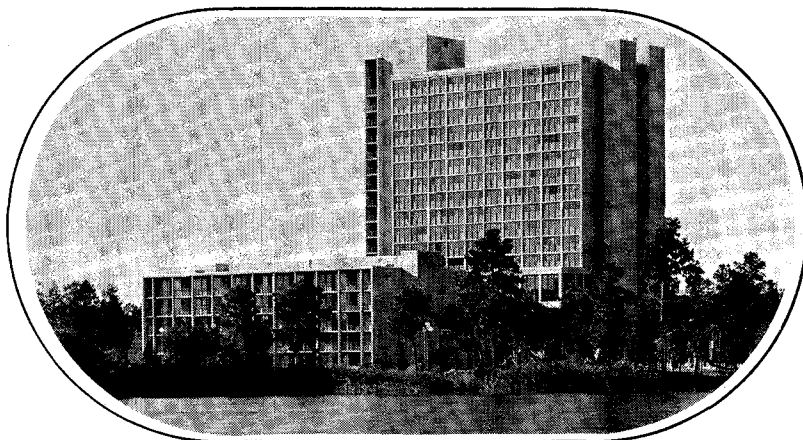
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vista shops. While spouses join delegates for a poolside reception prior to the Presidents' Ball, the children will have their own soft drink reception, poolside. As the adults dance into the evening, the youngsters will have their own "Disco Dinner and Night" hosted by the Dutch Inn.

**Tuesday morning, May 17,** as spouses relax and finish packing, the children will enjoy their own breakfast and magic show. Kids and parents alike will conclude their Orlando visit with the family tour of Circus World.

## Exhibitors Program

Exhibitors, like delegates, are welcome to bring their families to the Orlando Conference. Exhibitors' families may attend the familiarization tours of local attractions along with delegates and their families.

The Dutch Inn exhibit hall will be open for set-up at 8:00 a.m., **Friday, May 12.** A special educational session on the NIRA market will be held during the Friday Exhibitors' luncheon. The Grand Opening of the exhibit hall, on the fifth floor of the Dutch Inn will happen at 8:00 p.m. on Friday.

**Saturday,** a breakfast session on "How to Prepare a Marketing Plan" is scheduled for exhibitors and Associates. The exhibit hall will be open from 11:00 a.m. until 3:00 p.m. In the later afternoon, exhibitors will meet with representative delegates to discuss employee recreation needs. An experimental session of this type was very successful last year and has been incorporated in this year's program by special request of both delegates and exhibitors. Topics scheduled for discussion include travel, merchandise resale and ticket discounts, sporting goods and recreation supplies, and trade associations.

On **Sunday,** exhibitors will hold their annual meeting and election of officers. Following an afternoon of activities with delegates, the exhibitors will open their booths for two hours, 6:30 to 8:00 p.m.

**Monday** morning's breakfast session for exhibitors will discuss "Which Budget Method is Best for You". Next, another session on "How to Get Your Advertising to Work for You" is scheduled. Immediately after the second session, exhibitors will return to the hall for the final exhibit period, 10:00 a.m. to 1:30 p.m. Exhibitors are welcome to stay on for the remainder of the Conference.

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We omitted Webster Reference Books' listing in the December/January 1977 *NIRA Buyers Guide*. It should have appeared as follows:

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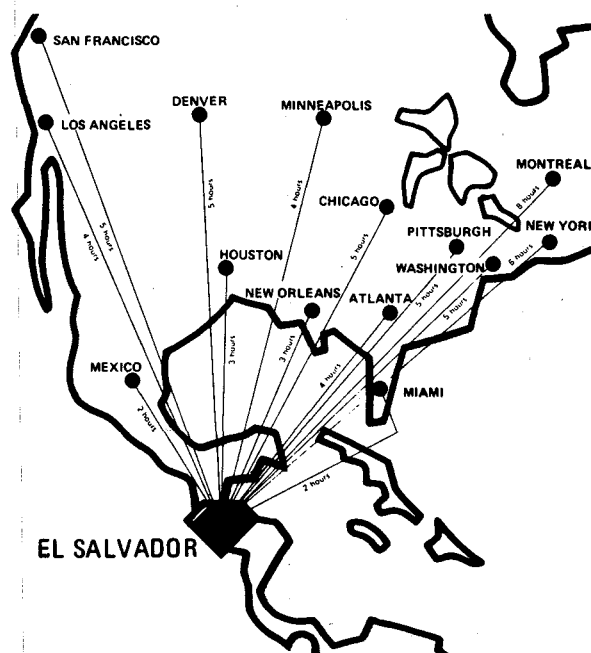
## Post-Conference tour to El Salvador, Central America

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Tours from the city bring tourists to outlying villages where local handicrafts are for sale. A country drive will also show visitors the Salvadorian coffee and sugar cane plantations. Ancient ruins in the countryside, as well as museums in the city, show evidence of the pre-Columbian Mayan-like civilization that once thrived in El Salvador. Contemporary Latin American markets and shops in San Salvador offer hours of interesting and inexpensive shopping.

Complete information on the post-Conference tour to El Salvador as well as alternative bargain arrangements for Florida attractions are included in the Conference delegates' brochure and information mailing. For additional details, contact the NIRA office. **RM**

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to the progress of our company are interested in a multitude of activities. The successful recreation program is one that is tuned to this variety of interests by all employees—young and old, men and women, the athletic and not-so-fit. Still, I'm sometimes a bit surprised at the spectrum of leisure time pursuits that interest our people: from music to chess, foreign languages to calorie counting, photography to philately, as well as sports for every season.

Our emphasis, as it has since the beginning of our recreation efforts, continues to be on family participation. We feel that the 3M program exerts a strong, positive influence on the quality of employees we attract and retain. We look at it as part of our investment in the human resources that are the key to 3M success.

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# meet your board



**Elizabeth F. Burchard, CIRA** was elected to the NIRA Board in May 1976 to serve as Junior Director from Region V. She will move to Senior Director next May.

Educated as an Engineer, Burchard has worked for AT&T Long Lines and Northwestern Bell Telephone Company in a variety of capacities. After positions in engineering, traffic and personnel management development, she moved into the employee benefit area where she is presently the Personnel Staff Supervisor — Employee Activities. She plans, organizes and implements a full variety of recreational and cultural activities.

Burchard is also very active in more than a dozen social, community and political organizations in her Omaha home. Among them are the International Management Council, National Junior Achievement, the Omaha Opera Angels, the National Federation of Women's Clubs and the American Red Cross.



**Ellis Rhodes, CIRL** is Senior Director from NIRA Region VII, which includes the San Diego, California home of his employer, the Solar Division of International Harvester. Rhodes' term expires this May.

Long an active recreation leader, Ellis Rhodes began his involvement in 1962 as a commissioner of the Solar Gun Club. He became more active, as Vice President of the Solar Employees Recreation Association, Inc. (SERA). In 1969, he was elected President of the San Diego Industrial Recreation Council and has remained very active in that group ever since. Since 1967, Rhodes has been President of SERA and operated a full recreation program as a volunteer. He has held various leadership positions for Region VII activities.



**Reeves Tevis** joined the Board of Directors in May 1975 after his election by members of southwestern NIRA Region VI. His term will be completed this May.

A Texas native, Tevis received a B.A. in Business administration from Texas Western College. While a student, he lettered three years as a halfback with the Texas Western football team. In 1954 and 1955, he played in the Sun Bowl games.

After his college career, Tevis joined El Paso Natural Gas Company. In 1961, he moved into his present position as Manager of the employees' Hueco Club.

In addition to his recreation leadership, Tevis is involved in the Boy Scouts of America, and the Yucca Council.

RM



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# El Salvador



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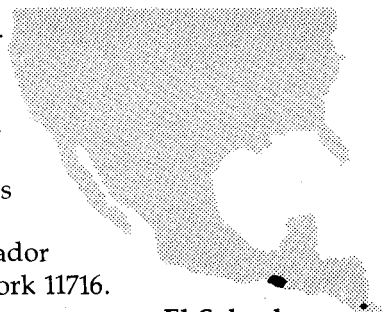
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El Salvador



April 1977



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Volume 20, Number 3

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Shanker Industries, Inc.  
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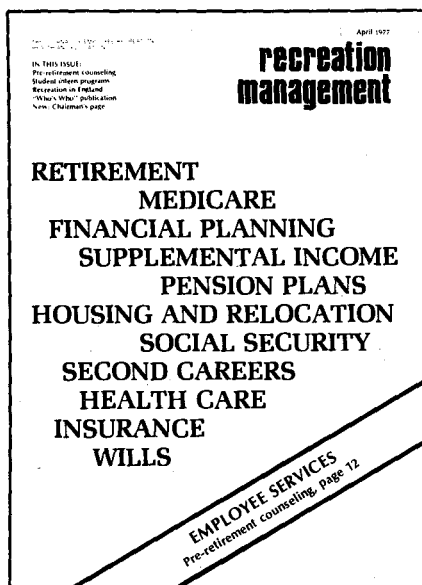
REEVES E. TEVIS  
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HQ/USAF  
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A. C. (AL) WARD  
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Toledo, Ohio

KENNETH WATTENBERGER, CIRA  
Lockheed Employees' Recreation Club  
Burbank, California

## about the cover



At last fall's Region VII Conference, Maxine Haun, Manager of Employee Services for Rockwell International's Autonetics Group, discussed her company's pre-retirement counseling program. This month's cover story outlines the full program of which Haun is an important part.

Design by Mary Morris

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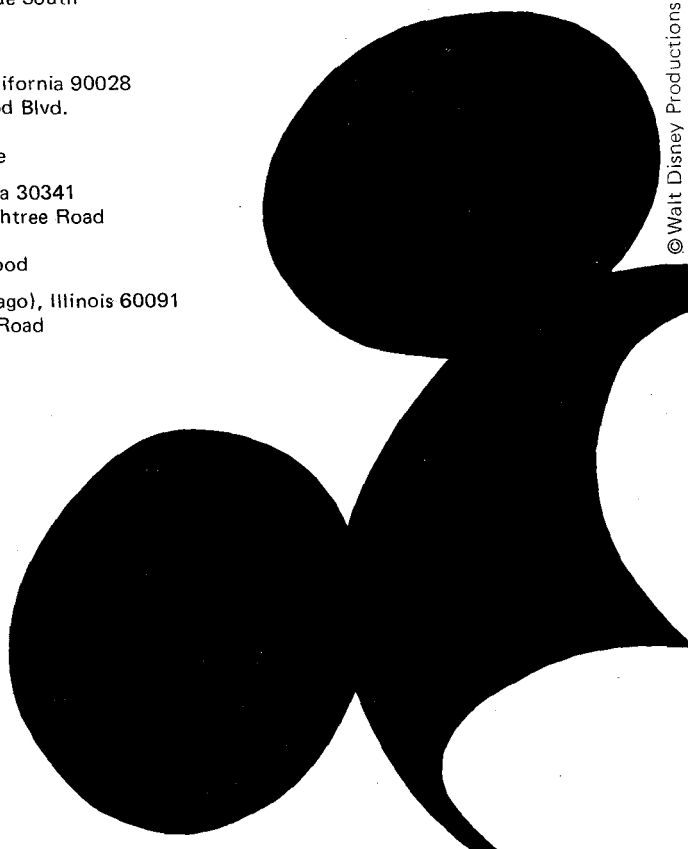
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# The Chairman of the Board would like a word with you . . .

. . . about membership



**Roy L. McClure, CIRA**  
**NIRA Chairman of the Board**

Beginning with this issue of *Recreation Management*, NIRA's Chairman of the Board will bring you a message of interest. It may deal with membership, finance, our image as recreation directors or a national issue of the day. The page surely will concern itself with our professionalism and the ethics of the men and women in this field.

In future issues, we hope to inspire you, perhaps irritate you, and certainly excite you into making a positive personal contribution to our work as employee recreation and services specialists. I solicit your ideas and ask you to contribute your thinking and reactions to this endeavor.

It is appropriate that this first communication should list some of the most important reasons for our membership in NIRA:

**Information:** NIRA is the international clearing house of information on employee recreation and services. Through *Recreation Management* Magazine, our newsletters and special publications, and through our consulting services, the Association keeps its members abreast of the latest information and ideas.

**Assistance:** When any NIRA member needs advice, help or support, the national Association stands ready to assist. Our consulting services refer members to professionals whose experience and expertise make them the best sources in the field. The national office also maintains resource materials on a wide variety of topics — many sources, like the consulting services, are free to members.

**Programs:** NIRA expands the range of programs each member can offer to his or her company's employees. Seven NIRA-wide tournaments pool contestants from members in the U.S. and abroad. An awards program which is unique in its field recognizes the best efforts of our members.

**Benefits:** NIRA multiplies the buying power of our individual recreation associations many hundred-fold. Together, we compose a multi-million dollar market for employee recreation products and services. As

such, we command discounts and services for our employees which they could not otherwise obtain.

**Professionalism:** As the importance and prestige of employee recreation and service programs grows, the demands for professionalism will increase. NIRA offers the only professional certification program in the field, dedicated to the continued improvement of our members.

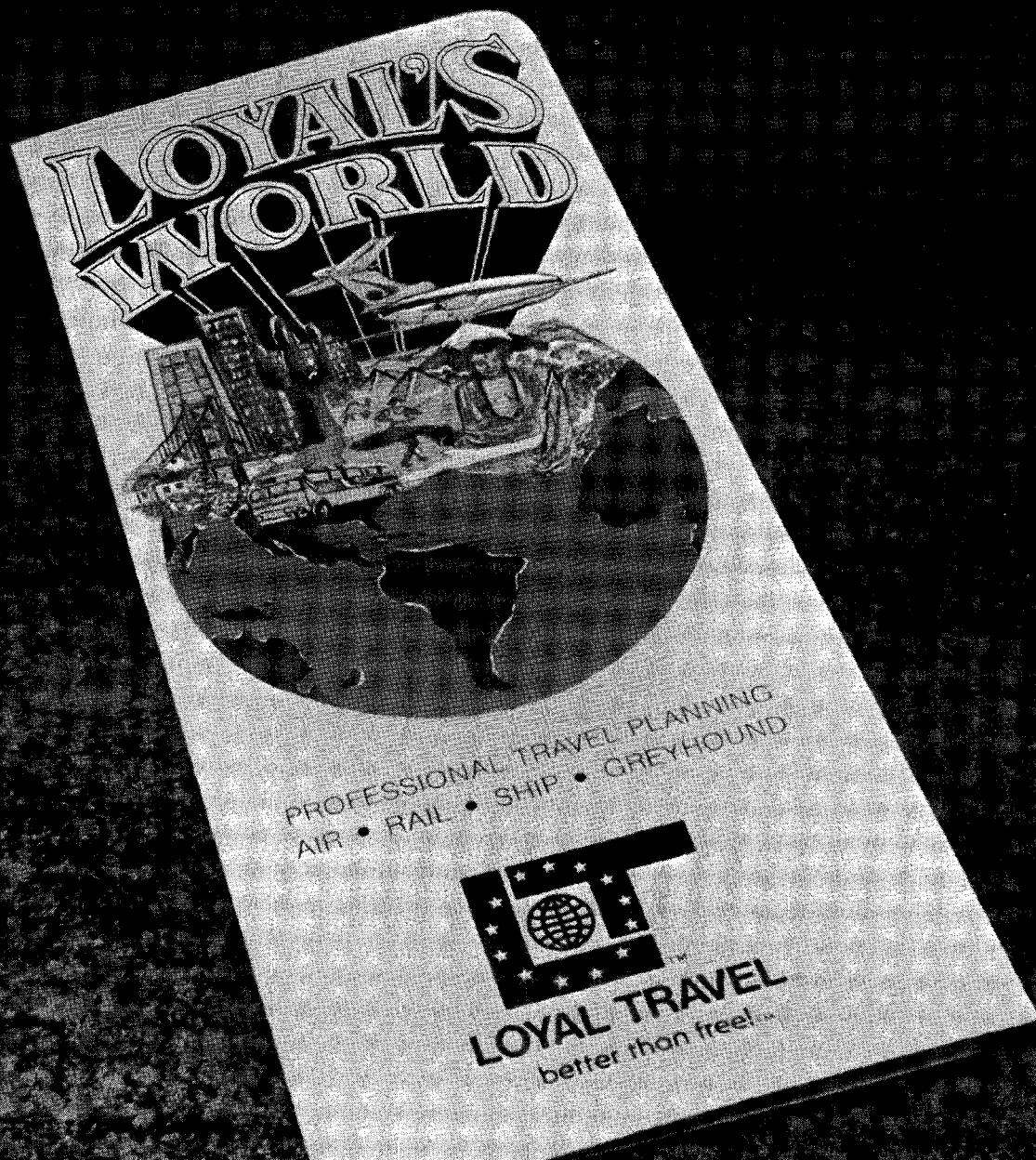
**Fellowship:** Like professionals in any number of fields, we need the stimulation of others who share our problems and our goals. Through local Industrial Recreation Councils, regional associations and national Conferences, we find that NIRA fills this need.

**Representation:** In our developing field, we need a central rallying point, for strength and for representation to the larger business community. Through its publications, public relations efforts and cooperation with the press, NIRA acts as this agent for all members.

Active membership is the blood that keeps the Association alive. The vital strength of our Association depends upon your participation in all of its programs. Working together, we can make NIRA grow and thereby strengthen every one of its services. Let each of us bring one new member into the Association this month.

RM





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# LOYAL TRAVEL

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## Athletic Institute moves to Florida

After 44 years in Chicago, the Athletic Institute has moved its national headquarters to North Palm Beach, Florida.

According to Donald E. Bushore, the Institute's executive director, "the move enables the Athletic Institute to finally bring together its total operation in one location, which should greatly enhance our overall efficiency." The Institute's film studio division found a sunnier climate eight years ago when it moved to the Tucson, Arizona area.

The Athletic Institute's new address is 200 N. Castlewood Dr., North Palm Beach, Fla. 33408.

## New "Spinnaker" sails over Six Flags

Another new stomach-churning thrill ride has opened the 1977 season at Six Flags Over Texas, near Arlington. The new "Spinnaker" has been imported from Germany and constructed on Six Flags' popular Skull Island.

The new ride consists of a giant wheel resting on its side, with 21 gondolas dangling from the rim. Each gondola can hold two persons, securely locked inside. As the wheel begins to spin and pick up speed, the gondolas are flung outward and passengers suddenly find themselves on their sides, whirling parallel to the ground. Then the massive hydraulic system tilts the wheel to a vertical position and literally slings riders upside down with each revolution. Finally, the wheel begins to slow down and again lays on its side. The gondolas return to their original positions before the ride comes to a stop. Those who can manage it, step down for a stroll to the nearby pirate ship or any number of other attractions in the park. Six Flags Over Texas opened March 15.

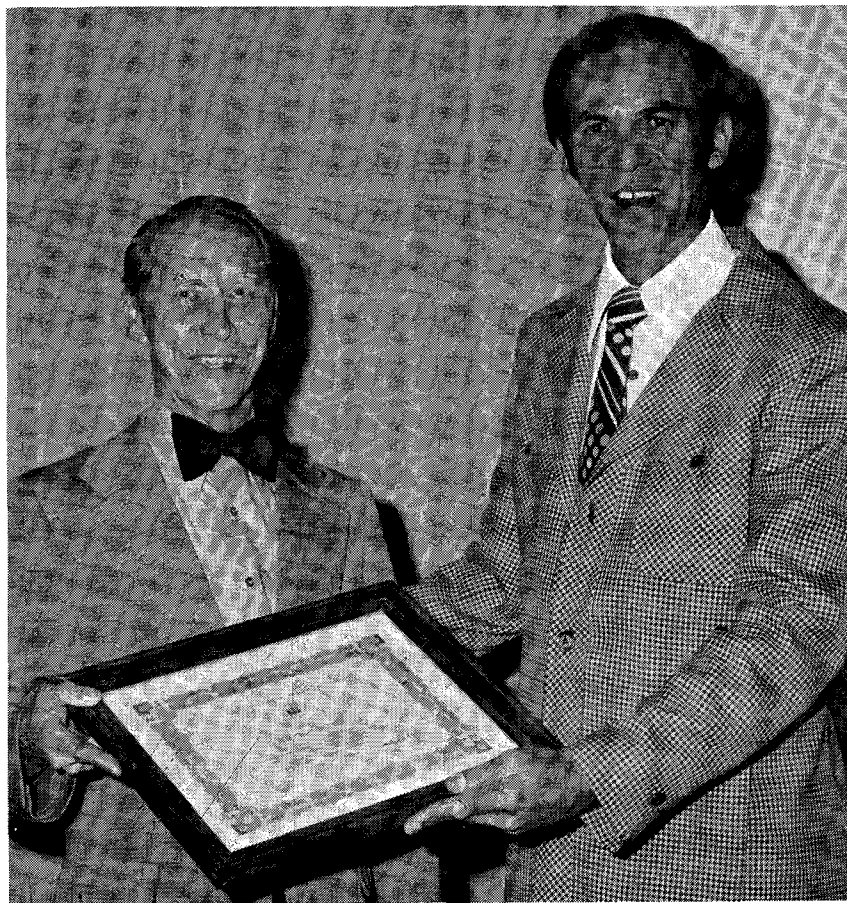
## Bowling Congress seeks bright ideas

A national idea contest may help spark organizing ideas for your association, especially if you sponsor bowling leagues for young people. The American Junior Bowling Congress (AJBC) is sponsoring an idea contest on organizing young kegglers. The contest is open to anyone with ideas on how to interest young people

in junior league bowling and how to retain their enthusiasm and active participation.

The contest is separated into two divisions: (1) How to Get Junior Bowlers and (2) How to Keep Young Bowlers. To enter, contestants simply submit ideas on sheets marked "Contest Entry". They should indicate the division entered and provide a full explanation of their ideas. There is no limit to the

## Citation of Merit at Convair



Ray Mendoza, CIRA (right) presented a NIRA Citation of Merit recently to E.H. "Bud" Davies for Davies' 25 years of outstanding service to the Convair Recreation Association. Mendoza is Manager of Employee Services for General Dynamics Convair in San Diego, California. Davies served for two years as president of the Recreation Association and as a commissioner of the Ice Skating Club and Travel Program. The Citation of Merit may be authorized only by Certified Industrial Recreation Administrators (CIRA's) and is presented to outstanding volunteers in employee recreation and services.

number of ideas submitted, although each idea should be entered on a separate sheet.

The contest will be judged by the eight AJBC national directors. They represent the coaches, instructors and junior associations directly engaged in the AJBC. Attractive, personally engraved plaques will be awarded to the first, second and

third place winners in each division. The award-winning ideas will also be featured in the November 1977 edition of *Junior Bowler Magazine*.

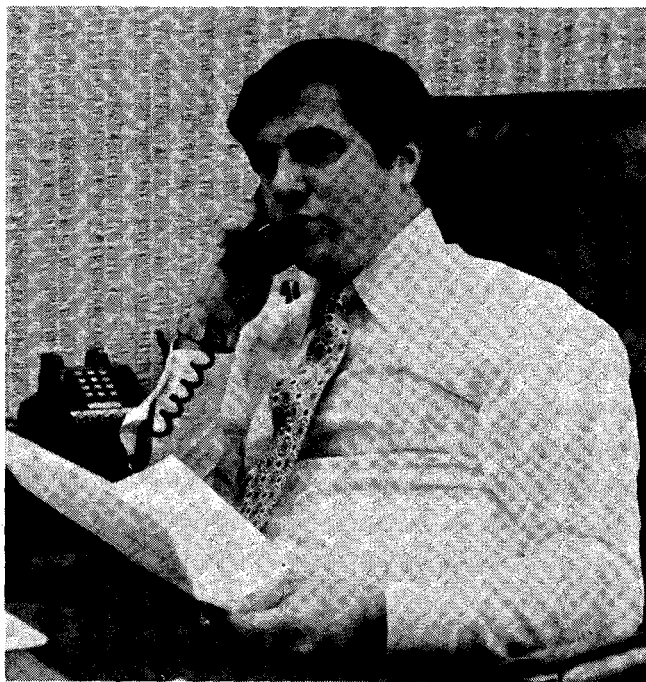
Entries should be mailed to American Junior Bowling Congress, 5301 S. 76 St., Greendale, Wis. 53129. The contest deadline is June 30, 1977.

**NIRA Newsnotes** . . . travel plan-

ners will be interested in 1977 *Group Tour Rates*, from **Ramada Inn**. The paperbound catalog lists non-commissionable room rates for groups occupying ten rooms or more in Ramada Inns in the U.S., Canada and Europe. Contact Ramada's National Recreation Center, 3250 N. 93rd St., Omaha, Neb. 68134 — Phone (800) 228-2828.

## NIRA President Michael Fryer resigns

**Patrick Stinson  
named  
Acting President**



**Michael A. Fryer**

Michael A. Fryer, President of the National Industrial Recreation Association (NIRA) resigned, effective April 1, 1977. NIRA Chairman of the Board Roy L. McClure, CIRA, announced the move in a letter to the Board of Directors, March 16, 1977.

Fryer resigned his position as administrative head of the Association to accept the position of Executive Director of the Planned Parenthood Association/Chicago area. Upon Fryer's resignation, McClure appointed NIRA Vice President Patrick B. Stinson to begin serving as Acting President on April 1. The Board of Directors will discuss the permanent filling of the President's opening at its regularly scheduled meetings during the national Conference in May.

"We are sorry to see Mike Fryer leave NIRA," Said McClure recently. "His efforts have helped to build the Association into the strong and growing organization it is today. Pat Stinson has been a capable assistant to Mike

during the past three years and I am confident that he will handle the President's duties smoothly during this transition period."

Fryer began his service with NIRA as Executive Director in 1970. (His title was changed from Executive Director to President by a referendum vote of the membership in 1976). He assumed the additional responsibilities of Director of Advertising in early 1975. Under his administration, NIRA has grown in size, stature, member services and overall strength.

As Acting President, Patrick Stinson will coordinate the final preparations for the 36th Annual NIRA Conference and Exhibit. He will also continue his duties as Director of Membership Promotion and Services. Stinson has been with NIRA full-time since June 1974.

Complete details of NIRA's administrative change will be published for all members following the May Conference and Exhibit.

rm

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CIRCLE READER SERVICE CARD NO. 19

# news in brief

## After-hours exercise lengthens lives

More statistical support for physical fitness programs came from a recent study reported by the President's Council on Physical Fitness and Sports. According to a study on aging by Charles L. Rose, Ph.D. and Michael L. Cohen at the Veterans Administration Outpatient Clinic in Boston, exercise is high on the list of factors which can lengthen workers' lives.

The study of 500 deceased men in the Boston area was based on interviews about their living habits conducted with next of kin. On the average, the authors discovered, sedentary workers who were physically active in their spare time outlived their totally sedentary fellows by 3.8 years. Those most markedly affected by the value of after-hours exercise were men aged 40-49.

## Bowlers top President's awards

More people qualified for the Presidential Sports Award in bowling than in any other sport during 1976. According to figures made public by the National Bowling Council, 3,538 award winners took their prizes for efforts on the lanes. Jogging took second place, followed by bicycling and weight training. Bowling has consistently taken the top slot in the Presidential Awards.

The Presidential Sports Award is designed to encourage sports and fitness activities among Americans. Any bowler over 15 years of age may qualify for the Award by rolling a minimum of 150 games on not less than thirty-four days within a four-month period. League and tournament bowling may be counted in the total.

For more information in all the President's Awards, contact the President's Council on Physical Fitness and Sports, 400 Sixth St., Washington, D.C. 20201.

## "Green Angels" aid tourists in Mexico

Amid continuing reports of highway violence south of the border, Mexican tourist officials have expanded their nation's force of Green Angels. The Angels patrol the 67,000 kilometers of Mexican highways in green-striped pick-up trucks equipped to aid motorists in distress. The recent increase boosts the fleet from 160 to 240 vehicles.

The Angels, originated 20 years ago, are trained in automotive repair and first aid. Their trucks carry some spare parts, gasoline, oil, fire extinguishers and first aid supplies.

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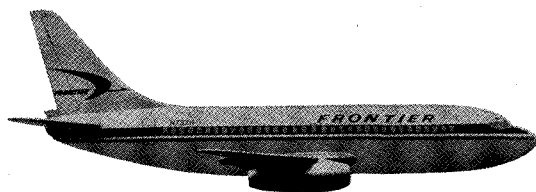
Phoenix, Scottsdale and Tucson for golf and a glowing winter tan.

National Parks—Yellowstone, Mesa Verde, Canyonlands and Glacier for starters. Frontier flies to more of them than any other airline, to guest ranches and resorts on top of the world.

Las Vegas with its round the clock, round the calendar shows and casinos.

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We'll be happy to fill you in on the details. Call our toll-free number, 800-525-1138. (In Colorado, dial your local Frontier reservation number, extension 20; in the Denver area, 398-5293.)



## Frontier Airlines

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**A Green Angel repairman unclogs a fuel line for a stranded motorist.**

Parts and supplies are sold at cost, while all other services are free. The trucks are equipped with two-way radios in order to summon assistance, including the police, if necessary.

Green Angels patrol all popular Mexican tourist routes during the daylight hours. On heavily traveled highways, a truck will pass a given point every hour. On more remote roads, an Angel makes its round at least once every four hours.

Mexican President Jose Lopez Portillo recently announced the opening of additional training facilities in Mexico City for Green Angel patrolmen. The schools include three months of initial training in auto repair, first aid and English. The improved training is part of a nationwide "Tourist Assistance Program." In addition to strengthening the ranks of the Green Angels, the program includes the installation of information booths at major border crossings and along important highways.

**Newsbriefs . . .** The second annual national workshop on "Computer Applications in Recreation and Parks" has called for papers from as diverse a background of professional interest as possible. Authors of papers on actual or potential applications of computers to the operation and management of recreation and park agencies are en-

couraged to submit them to Dr. Chrystos Siderelis, Department of Recreation Resources Administration, 4008 Biltmore Hall, North Carolina State University, Raleigh, NC 27607. The Workshop is sponsored by the NRPA . . . Recreation directors who operate outdoor recreation facilities will be interested to learn of the new federal government attempt to control trash at U.S. recreation sites. Beginning in September, a five cent refundable deposit will be required on all bottles and cans of soft drinks and beer sold at federal facilities. A trial deposit system at Yosemite National Park reduced roadside litter by 60% . . . 1976 was a record year for U.S. commercial aviation safety, according to the National Transportation Safety Board. U.S. air carriers recorded the lowest accident total in their history . . . *The Executive Fitness Newsletter* may be of interest to recreation administrators as a personal subscription or for loan in the recreation office library. The bi-weekly 4-page sheet offers news notes on fitness, job stress, diet, aging and related topics. A yearly subscription costs \$12. Contact *Executive Fitness Newsletter*, Emmaus, PA 18049. rm

**NIRA's 36th Annual  
Conference & Exhibit  
May 12-17, 1977  
Orlando, Florida**

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CIRCLE READER SERVICE CARD NO. 21





by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** *Our annual service award dinner is the one occasion we have to recognize our outstanding members. We want the evening to be especially well done this year. Can you offer any suggestions?*

**A.** There are several important factors to be considered when programming a service award banquet. Consider the sampling below:

The location of your dinner of recognition and appreciation should be as prestigious as possible. It is an important indication of the value and dignity the company attaches to the occasion.

Although an informal or semi-formal atmosphere should prevail for the guests, you will want to establish the proper formal setting (speakers' table, awardees' table, senior awardees' table) for the dinner itself. The setting should be in good taste, colorful and decorative. Arrange for flowers, candles and centerpieces on each table and have a place card and program set at every place.

The occasion is another fine opportunity to make your company's interest in its employees known to community leaders. There is a definite public relations value to inviting community leaders to witness your awards dinner. The mayor, city manager, council leaders, editors, deans, principals, and religious leaders may be considered as guests and seated at the head table along with top company officials. This can be handled in such a way that it does not take the spotlight away from the awardees. The presence of these dignitaries will further demonstrate the importance and prestige of the occasion.

Your master of ceremonies should be the company personnel director. The invocation, if any, should be pronounced by one clergyman, the benediction by another. The featured speaker should be a top-drawer management official who will also assist in the presentation of awards.

Outline and review the main speaker's presentation, making sure that the content of the talk re-

volves around the appreciation of services and achievements rendered. Detailed references and compliments should be directed to the awardees, not to the non-company guests or management representatives. The master of ceremonies should not suggest that "We should be honored by Mr. (Company Official)'s presence." He should, rather, indicate that all management representatives are honored to be invited and happy to have the opportunity to congratulate the loyal and skillful personnel present. The person who introduces the main speaker should not overplay the speaker's individual importance.

Your program timetable is extremely important. Keep the program moving and free of dead spots. Start on time and establish a reasonable pace and duration. Make certain that those at the head table are seated on time — this helps to get everyone seated on time.

Have a good reader announcing the awardees and make certain the names are pronounced correctly. Background music may help smooth the proceedings. You might include selections that were popular when awardees began their service with the company.

Senior awardees should be pictured in the program and, if possible, a write-up of their accomplishments should be included. Twenty-five year awardees should have a special page in the program dedicated to them as the quarter-century group.

The following check-list may be helpful in dispatching the details of your award dinner:

- Dinner site
- Speaker
- Master of Ceremonies
- Reader
- Newspaper coverage

continued on following page



# Journeys to East Africa

## Wildlife Venture

Cost of land arrangements, per person \$699  
Single room supplement (when available) \$145

**TOUR SUMMARY (16 Days)** — 2 nights Nairobi. 1 night Lake Navisha. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli. 1 night Nairobi. 2 nights Treetops Hotel. 1 night Nairobi. 3 nights transit (total).

## Grand Circuit

Cost of land arrangements, per person \$999  
Single room supplement (when available) \$195

**TOUR SUMMARY (21 Day)** — 2 nights Nairobi. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli. 1 night Tsavo West. 1 night Taita Hills. 1 night Salt Lick. 1 night Tsavo East. 2 nights Nairobi. 2 nights Treetops Hotel. 1 night Nairobi. 3 nights in transit (total).

Cost of air transportation from New York and return:

14/21 Day GIT, 6 minimum \$907

## DEPARTURE DATES

JAN.	07, 14	JULY	01, 15
FEB.	25	AUGUST	05, 19
MARCH	04, 11, 18, 25	SEPT.	02, 16, 30
APRIL	01, 15, 29	OCT.	14, 21, 28
MAY	06, 20	NOV.	04, 11, 18, 25
JUNE	03, 17	DEC.	02

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CIRCLE READER SERVICE CARD NO. 22

## Ideas Clinic continued

T.V./radio coverage  
Newspaper ad space to list awardees  
Plant newspaper editor/photographer  
Script or notes for MC and speakers  
Recognition of awardees' spouses  
Invitations and R.S.V.P.'s  
Invitation of awardees' supervisors  
Public address system/table mike/reader's mike  
Programs  
Tables, table numbers, name cards,  
Table arrangement chart  
Rostrum and/or podium  
Table decorations  
Coat room and checking service  
Restrooms and direction signs  
Dinner host(s) and hostess(es)  
Ushers to assist in seating  
Corsages  
Table service and timing  
Food and beverage selection  
Cocktail period arrangement  
Napkins, momentos, table souvenirs  
Special effects, slides, displays, posters

Post-dinner entertainment  
Awards and special gifts  
Spotlight, room lighting  
Music: live or recorded  
Drawings for table flowers (after event)  
Room temperature, noise level, etc.  
Guest policy guideline  
Clean-up arrangements  
List of awardees not present  
American flag and company logo on display  
Parking arrangements  
Marquee note of dinner (hotel or hall)  
Catering instructions and billing arrangements  
Checks for entertainers or billing arrangements  
Post-dinner follow-up for comments

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

RM

# Pre-retirement counseling at Rockwell International

with James Patton

**R**OCKWELL INTERNATIONAL'S Autonetics Group in Anaheim, California spends thousands of dollars each year preparing employees to leave the company. Rockwell's pre-retirement counseling program is designed to help prepare employees for the years after they leave Rockwell. The company maintains that the program's value to employee morale and security make it worth every cent it costs.

James Patton, a management training specialist in Rockwell's executive training department got involved in pre-retirement counseling for the first time when representatives from the American Association of Retired Persons (AARP) approached Rockwell about a possible counseling program. Patton, given the assignment of coordinating the program, developed a series of informative sessions for the Group's salaried employees.

## The Approach

At Rockwell, all employees approaching retirement are encour-

aged to enroll in the pre-retirement counseling program. Attendance, however, is entirely voluntary. At present, the program is open only to salaried employees. Some hourly workers have expressed an interest in the program and Patton predicts that their participation could become an issue in the next round of union contract negotiations.

Rockwell has a mandatory retirement age of 65, although employees may retire at 60 with complete company benefits. When the pre-retirement program opened two years ago, says Patton, initial invitations were sent to those on the verge of leaving the company. After covering this older group, sessions could be opened for younger employees. By now, invitations reach employees in the 54-55-year-old group. According to Patton, about half of those who are invited come to the introductory session. Many bring their spouses. Among those who investigate the first session, says Patton, "attendance is fantastic. For many of them, it becomes a social occasion as well."

Patton concedes that many employees are reluctant to consider pre-retirement counseling, often because they do not want to face the prospect of retirement.

"And, of course," he adds, "some people think they don't need counseling. We try to get them involved anyway by saying, 'alright, maybe you *do* know it all, but would you come and help the others?'"

## Course Content

After researching various pre-retirement program formats, Rockwell adopted an outline developed by the AARP's "Action for Independent Maternity" (AIM) section as a basic guide. Sessions are held in company facilities after regular work hours. Simple refreshments are served. Groups of about twenty-five employees and their spouses meet for two hours, one night a week for eight weeks. Usually, four classes operate concurrently on Monday, Tuesday, Wednesday and Thursday evenings.

Each session approaches one gen-

eral topic. In low-key informal exchanges, discussion leaders cover the important questions pre-retirees must face, including financial planning, housing, family roles, health, Social Security and Medicare, leisure pursuits and more. The floor is always open to questions from the participants. Everyone who attends is encouraged to take an active role in discussions.

Each evening begins with a filmstrip and a tape-recorded message.

"We do get complaints about the filmstrips," admits Patton. "Occasionally, someone will think they are too simple. But they do hit the important points. If only one guy in the class thinks they're beneath him, we aren't really concerned."

The filmstrips are followed by a "Did You Catch It?" question-and-answer period to review material covered in the filmstrip and a course manual. Later, the discussion leader reads several case studies and invites class discussion of each. Participants offer possible solutions for each case at hand. A session may include six to ten such discussions. The case studies demonstrate important points and help to elicit employees' questions.

"Sometimes," chuckles Patton, "we even get arguments going in class between husbands and wives. For some people, it may be the first time they have discussed some of these things."

After four concurrent classes have completed the eight-week series of courses, they meet for a final session on company benefits. **Maxine Haun**, Manager of Employee Services, is instrumental in this wide-open session. She covers such essentials as the company retirement plan, employee group insurance benefits, the credit union and so forth. She also helps field individual questions that range over the entire field of retirement concerns.

## Staff Selection

Rockwell maintains four discussion leaders for the pre-retirement counseling program. Their function, says Patton, is to provide unity in each session.

"These people have to be leaders," he stresses. "They are there to pull ideas together and help straighten out misconceptions."

Rockwell recruited one discussion leader from the ranks of its own retirees. It found three others to round out the staff. To gain the necessary expertise in various discussion areas, the training department also invites outside experts to assist in specific sessions. For health topics, for instance, Patton will introduce a physician from the community. Real estate people discuss housing and relocation. Family counseling specialists address questions of attitude and family roles in retirement. Professionals who specialize in estate planning answer questions in that area.

"Whenever possible," says Patton, "we try not to use company personnel."

When recruiting outside help with pre-retirement sessions, Patton makes it clear that experts are not required — or even encouraged — to make speeches.

"They are just there to answer questions," he says.

## Rockwell's Cost

Rockwell initially considered three different approaches to the cost of pre-retirement counseling.

Explains Patton, "We could pay for the materials and the discussion leaders, we could split the cost with the employees, or we could let them pay it all." Rockwell decided to absorb the entire cost itself.

The \$10-12,000 annual tab includes consultants' fees and the eight-week course materials plus additional operating costs. Each household represented in a counseling session pays \$12 to cover the cost of a course manual and supplemental readings, both of which the participants keep.

"We think it's a hell of a fine investment," says Patton. "We get constant feedback. We have had dozens of letters to the corporate president, thanking Rockwell for having this program. A person doesn't do that unless he's sincere. People say 'I've always dreaded retirement, but the company helped me retire with dignity. They didn't just give me a watch and push me out the door.' "

RM

## The 1977 NIRA Conference & Exhibit is long on education

*Learning sessions include:*

- Recreation as a business
- Leadership by objectives
- Budgeting recreation programs
- Fees, charges and cash control
- Contract negotiations
- Your NIRA organization
- Physical fitness seminars
- Recreation clubs and the IRS
- NIRA membership survey report
- Workshops on bookkeeping

*"Together We Are Something"  
Plan to Attend*

*From a student's viewpoint*

## **Students on your staff: valuable, inexpensive help**

by Karol G. Bullock

**T**HE colleges and universities in your cities are holding some of the most valuable sources of energy, enthusiasm, creativity and inexpensive labor available to business and industry today. These sources are, of course, the students, who are looking for a chance to gain some practical business experience in the fields they are studying.

Many university curriculums offer some type of "field-experience" classes in which students do volunteer work which interests them in local businesses and receive course credit for it. This mutually cooperative venture greatly benefits both parties involved. The companies which use students find refreshing, innovative suggestions coming from the young people. In several areas, students have been learning the newest methods and techniques which may improve a recreation director's programs. A company which establishes rapport with a university and its students also increases good relations with the community and amplifies the community's awareness of the business

and its employee programming. Long-range benefits of a student-worker arrangement are realized in well-trained, experienced graduates who, when hired, contribute to a company's assets as well as to the prosperity of the community.

With more exposure to business procedures and to actual problem-solving situations (as opposed to simulated in-class projects), the student gains better insight into the employee recreation field and can apply him/herself to the proper studies, assuring a well-informed graduate. The student can also discover if this is truly the field in which he or she wants to make a career. If, during the field experience, the student becomes disillusioned or dissatisfied with recreation work, he or she may change the course of study without wasting three or four years of schooling. A future employer is also spared the absenteeism and/or turnover of dissatisfied employees hired, without experience, upon graduation. On the other hand, hard working, satisfied student volunteers may

find permanent jobs through field experience and be well prepared to accept the responsibilities they entail.

Recreation directors can use students not only as volunteer trainees but also as specialists in their respective fields. A young man or woman who has done comprehensive study in a particular subject has gained expertise which can be used in recreation programming. The students may assist in overall planning or may work as specialists in specific areas. Physical education majors, for example, can be hired on a part-time basis as coaches or teachers of exercise, gymnastic, and general physical fitness classes. Students interested in first aid and kinesiotherapy can serve as assistants in jogging and therapeutic physical fitness programs. Students who receive their water safety instructor and lifesaving certifications in class are qualified to be employed as swimming instructors and aquatic sports leaders. Theatre, music and dance majors can teach classes in these fields or can coordinate ac-

tivities by offering suggestions and supervising employee volunteers already involved in the program. Classes in academic or skill areas such as accounting, typing, foreign language, home or car maintenance may also be taught by students. Leisure time recreation programs such as photography, art, crafts, cooking, sewing and gardening may also benefit from student instructors.

Recreation administrators have only to check universities for students interested in children's programs, thereby taking advantage of their knowledge in planning parties, classes and day-care centers. Entertainment, counseling and educational activities for families can be serviced by students of psychology and sociology. Your program for retirees is another area in which specialized health and medical students can be most helpful. Special interest groups and clubs will welcome the opportunity to work with students who are well-versed in such club activities as nature lectures, historical walks, mountain climbing, canoeing and sailing, art gallery and museum tours, skiing, backpacking and more.

Versatile students and their talents can help reduce recreation administration costs and provide enthusiastic and knowledgeable input for employee programs. Directors should not feel that, because students are still in school, they are unqualified. Much of their knowledge has already been attained, especially in specialized recreation skill activities. They require some supervision, but can be great time and money-savers in the long run.

Most students deeply appreciate the opportunity and benefit of prac-

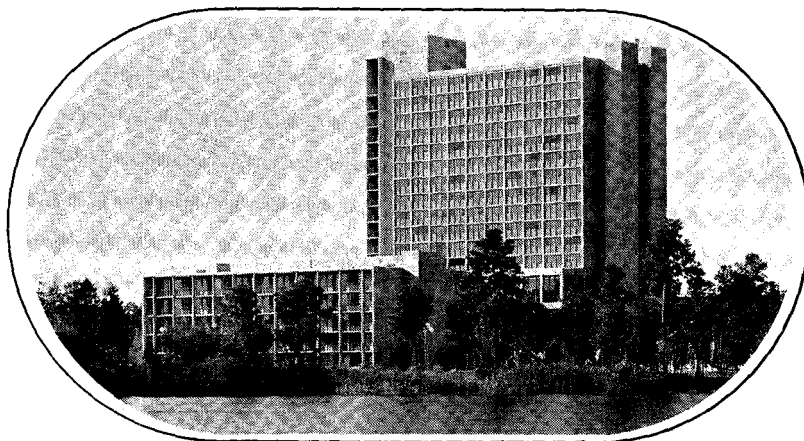
tical experience and the guidance of recreation professionals. By contacting college placement offices or specific departments, recreation directors can obtain leadership skills from qualified students who are interested in improving their understanding and ability in the industrial recreation field.

**Karol Bullock is the Assistant Executive Director of the Toledo Industrial Recreation and Employee Services Council. She is a recent graduate, *magna cum laude*, from the University of Toledo with a bachelor's degree in recreation.**



Karol G. Bullock

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*Saundra*

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CIRCLE READER SERVICE CARD NO. 23

*From a recreation director's viewpoint*

## **Student intern programs: good for industry and schools**

**with David Baker, CIRA**

**and Scott Baker**

**X**EROX Corporation has discovered a way of adding a fulltime staff member at very little cost, while improving ties with the community and helping upgrade professionalism in industrial recreation. The formula is simple: for the past two and one-half years, the Rochester headquarters of the large NIRA-member company has participated in a cooperative student intern program with Springfield College in Springfield, Massachusetts. The program has brought enterprising recreation students to Xerox for nine-month work-study terms. The students, eager for the "hands-on" experience, have built their professional qualifications while providing quality, low-cost assistance to Xerox recreation administrators.

The Springfield-Xerox program began with preliminary talks early in 1975. At that time, Dr. Donald Bridgeman, Director of the Community and Outdoor Recreation for Springfield College, looked to the business community for new internship possibilities for his recreation students. Until then, Bridgeman had

been limited in his contacts to the traditional parks and municipal recreation centers. Of businesses and industries he contacted, Bridgeman found the most interested response at Xerox. After determining a solid interest in interns among Xerox recreation people (headed by NIRA Past Chairman Bill DeCarlo), Bridgeman announced the internship lead among his students. After a successful first year, Xerox elected to renew its participation in the program.

As David Baker, Manager of Employee Recreation Programs, moved to Xerox's downtown Rochester headquarters, he assumed the supervision of the student intern. Scott Baker, (no relation) was part of his "inheritance."

Scott, a sophomore recreation student at Springfield, had earlier approached his advisor, Dr. Bridgeman, about finding an internship. Baker already knew that he was interested in industrial recreation programs. With this in mind, Bridgeman referred him to Xerox and left the rest up to him.

Just as he will have to do in the "real world", Baker contacted Xerox, arranged for a job interview and talked with the company's recreation staff. Xerox, impressed with both the internship program and with Baker, entered into a contract with Springfield College. Under the terms of the contract, Xerox pays a total of \$5,200 per school year for Scott Baker's services. \$1,980 of that sum covers his tuition. The remainder—a tiny sum for a fulltime recreation leader—goes directly to Scott Baker. Aside from the invaluable experience of working in his chosen field before graduation, Baker will accumulate 30 credit hours for his efforts.

Scott Baker began his internship with Xerox in September 1976 and will complete his term in May 1977. His supervisor, Dave Baker, anticipated that Scott would provide needed assistance as manager of the Xerox ice rink. As rink manager, Scott has handled the extensive responsibilities of administering a large facility and its various programs. He is responsible for general



operations, including hiring staff, supervising equipment maintenance, organizing and publicizing programs, promoting membership and more.

Scott's work as rink manager has been helpful to supervisor Baker in several ways.

"It's better to have a staff person managing the rink than it would be to hire someone from outside," said Dave Baker recently. "We can work more closely together and I don't have to be quite so careful about keeping an eye on everything all the time."

Once he settled into the recreation program at Xerox, Scott moved into more areas of administration.

"I was able to get involved in a lot more than I expected," he said. In addition to his management of the ice rink, Scott has helped with the family and adult feature film programs, led physical fitness classes, oriented new employees to the recreation program, advised the company's Explorer Scout post, assisted Manager of Recreation Services Bill DeCarlo with reports and even acted as Santa Claus.

Scott gives his virtually unqualified support to the Xerox-Springfield intern arrangement. "It's the most direct experience you could get," he said. "You couldn't pick up half of what I've learned here in a classroom. Of course, the hours are pretty long sometimes, but that's part of the job."

Scott's experience has convinced him that industrial recreation is the field for him. He will return to college for two semesters of final academic work and then look for permanent employment in employee recreation.

Dave Baker, too, is sold on the student intern concept.

"It's well worth continuing," he said recently. "It has really given me breathing room. Scott has taken some of the work load from me. That means we can do more, expand our programs."

Dave Baker's one complaint about his working relationship with Springfield College is the lack of direction from the school.

"I think we have met only once with the school. It's not a problem, really, but I wish we had more guidelines from the college."

The drawback, however, is minor. Dave Baker hopes to work with the school again next year to find another intern.

RM

Educational Session:  
"Professionals & students  
discuss the employee  
recreation field"

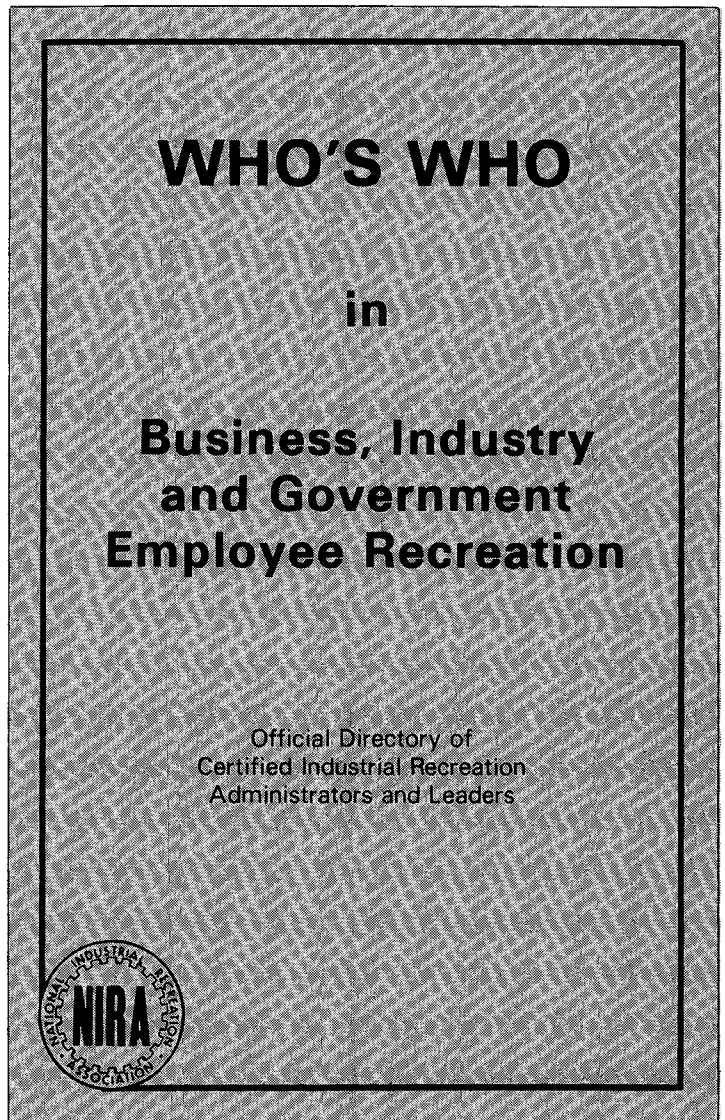
NIRA Conference & Exhibit  
Plan to attend



Student intern Scott Baker, center, devotes some of his fulltime schedule to the Xerox physical fitness program. At left is David Baker, CIRA, Scott's supervisor during his nine-month work/study term.

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*Who's Who . . .* lists every CIRA and CIRL of record on the publication date. In biographical sketches, the directory outlines

the educational and professional accomplishments which distinguish the members of this select group.

The first publication of its kind, *Who's Who . . .* is available on a limited basis to NIRA members, interested recreation professionals, educational institutions and libraries. The cost, including postage and handling, is \$7.50 per copy.

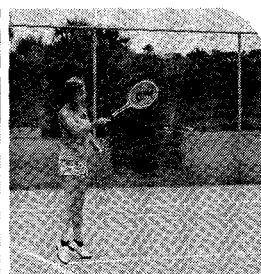
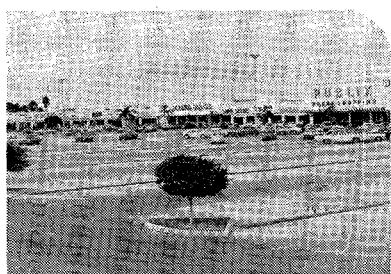
To order your copy of *Who's Who . . .*, write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.

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# Why you must attend the NIRA Conference & Exhibit

## Reasons the boss may not have considered

**T**HIS message is aimed directly at each member who wants to attend the 36th Annual NIRA Conference & Exhibit in Orlando, Florida, May 12-17. You know it is important to take advantage of this opportunity to meet your colleagues from throughout NIRA, but there may be some important points which can be helpful when answering your boss' questions:

### **Can you justify the cost?**

It is virtually impossible to put a price tag on professional education. Surely, though, the value to your company of increased expertise in employee recreation and services is substantial. Your function is to improve employee morale, cut absenteeism, improve productivity and help the company in a variety of related ways. Improvement in your personal resources will mean an improvement in your ability to meet those goals.

### **Can you afford the time off?**

Because recreation directors cannot afford to miss many consecutive days from the job, the Conference is scheduled through a week-end. You will be absent from your company for only four regular working days. In exchange for these hours "lost" from the job, you will gain new information, innovative ideas and valuable contacts in your field.

What is more, the dates of the Conference have

been publicized throughout the past year in your NIRA publications. You have had time to arrange your schedule and make certain that your office operates smoothly while you are gone.

### **A convention is fun and games . . .**

Of course, the Conference will be fun as well as educational, but the serious content of the program speaks for itself. There are sessions on topics of vital importance to recreation and employee services administrators. Many have been scheduled to satisfy the demands of NIRA members for more information in specific areas. Included in the educational program, for example, are sessions on taxation and incorporating procedures for employee associations. Other sessions will cover budgeting and bookkeeping, contract negotiations, leadership techniques and more. To meet the growing need for more information on employee fitness programs, a multi-part seminar on physical fitness will continue throughout the Conference.

Many of the "entertainment" portions of the program involve familiarization tours of attractions whose discount programs delegates may offer to their employees. Delegates will explore the attractions and talk with their administrators about special employee discounts and services.

There are more solid reasons why attendance at the Conference & Exhibit is important to you as a

recreation administrator and as your company's representative.

**Professional contacts**

NIRA offers the opportunity, unavailable in any other way, to meet the full spectrum of your colleagues. Delegates to the national Conference represent private companies and public agencies of every size and from hundreds of locations. Some are volunteers who balance recreation work with other jobs. Most are professional employee services administrators. Every level of experience will be represented. There will be delegates who face problems similar to your own. There will be others who administer more highly developed programs and who can offer first-hand advice on how to improve your performance. There will be others who can benefit from the help you provide. These friends become a network of consultants whose assistance and encouragement will be valuable to you, personally, and to your company.

**Educational Sessions**

The NIRA Conference offers one of the few sources anywhere of concentrated information on employee recreation and services. As noted above, educational sessions will expose delegates to new programming ideas and practical planning techniques. They will organize and present the experiences of others and the advice of experts. They will encourage delegates to ask questions, exchange ideas and seek guidance.

**Exhibit Sessions**

Employee recreation and service programs must depend, to some extent, on the assistance of suppliers — for travel services, discount tickets, merchandise discounts and more. In helping delegates to shop with confidence and to take advantage of all the values available to their employees, exhibit sessions are very worthwhile. They also allow you to make your own face-to-face appraisal of the suppliers you will be using in the coming years.

In summary, your attending the May Conference & Exhibit allows your company to take advantage of the full range of NIRA benefits. After all, that is what you hoped to gain when you joined the Association.

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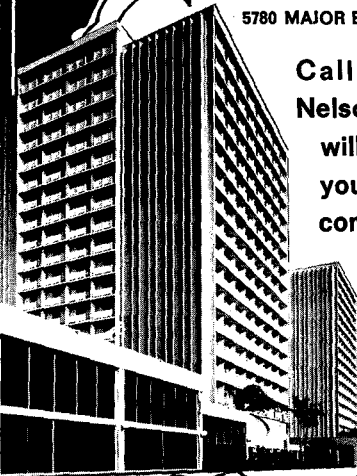
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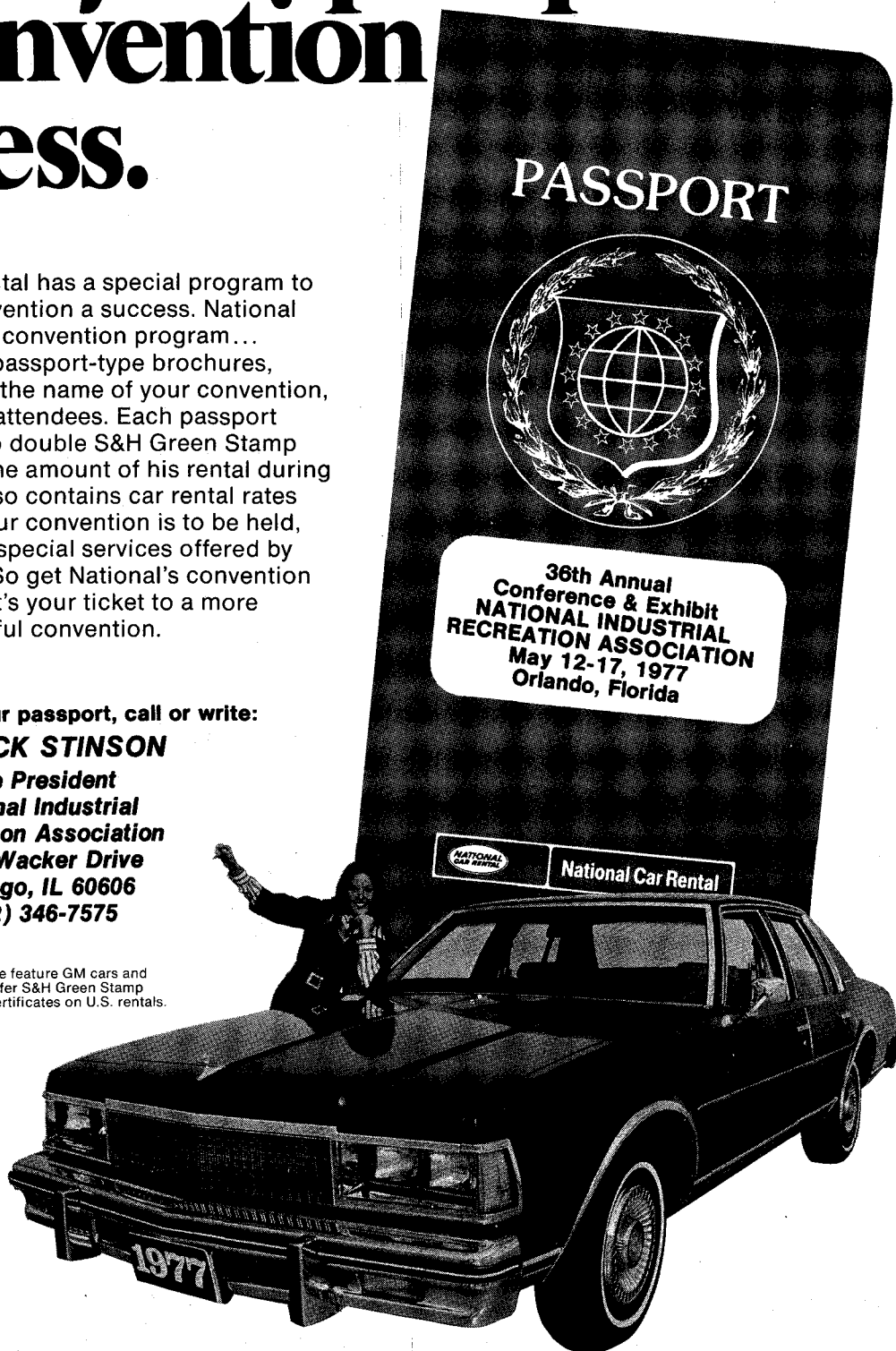
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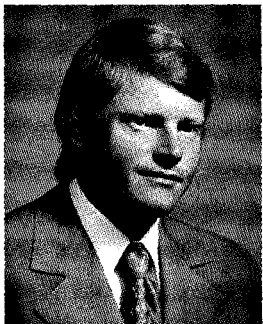
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# constructive

OBJECTIVE



by Anthony W. Kotz  
Kotz & Schneider  
Land and Recreation  
Planning & Design  
Syracuse, N.Y.

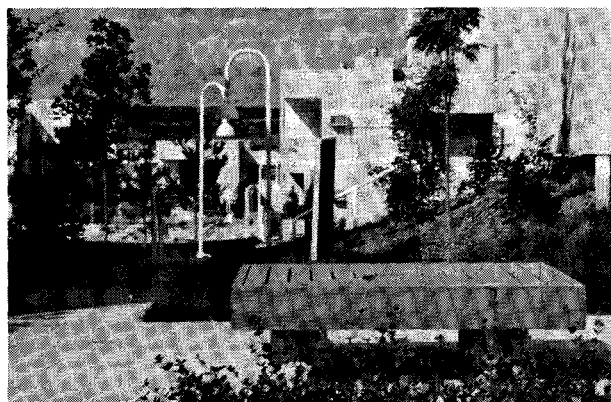
## Landscaping necessary for complete facilities

Landscaping, often considered a luxury, should be considered a necessary part of any recreational area and should be included in the budget for every facility.

The functions of a carefully designed planting system are numerous. Plantings can provide color, form, and fragrance for an area. They can act as buffers against noise, light, wind, unsightly views, adjacent activities, surrounding neighborhoods and more. A special activity center such as a sitting area or a children's playground, can be framed with plantings to give more privacy and the feeling of an intimate environment. Just as plantings are often used to "tie" a building to the ground, they can also act as directional signals. When placed in a linear fashion, for example, they act as subtle directional cues or guides for pedestrian traffic.

Ground cover plantings can often preserve and enhance special features of a site better than turf which is difficult to maintain under trees, along a water feature, in heavily trafficked areas, and on slopes.

Your original site development plan should include landscaping as an integral part of the overall design. Your landscape architect can specify the proper materials and arrangements so that landscaping can be "naturally" incorporated into your development.



Landscaping completes your facilities.

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CIRCLE READER SERVICE CARD NO. 25

## A look at employee recreation in England

*As employee recreation and services programs grow in number and scope in the United States and her North American neighbors, recreation professionals here have become curious about how recreation programs are administered in other countries. Recently, NIRA Secretary **Miles M. Carter, CIRA**, sent a copy of Recreation Management to a colleague at GKN Screws & Fasteners Ltd. in England. The letter he received in reply will be of interest to all members in the U.S.*

Dear Mr. Carter,

I read with great interest your monthly Journal, finding many of the subjects equally applicable in England as they are in the U.S.A. Perhaps a brief summary of the history of our Sports and Social Club would be of interest to your readers. I take the liberty of giving below such a history, for you to use as you wish.

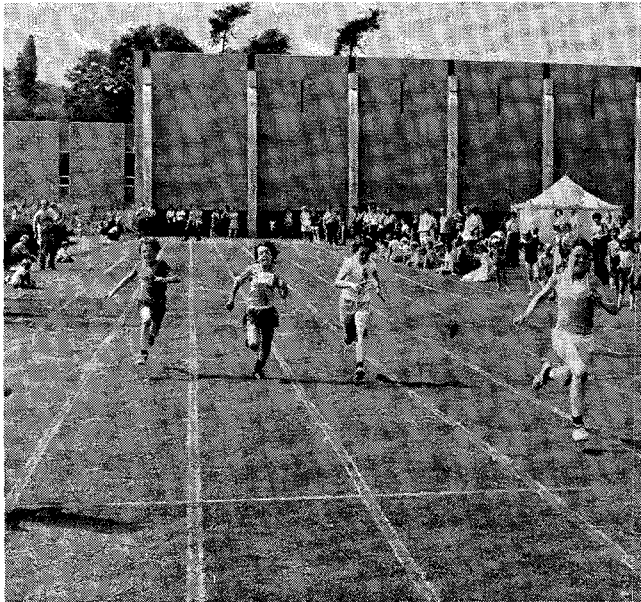
The first committee of our recreation grounds was formed on 8th November, 1894 and rules governing the use of the grounds were approved. (Our grounds consist of 18 acres of playing area and a large fishing pool). In November 1895 rules of the clubs then in existence were approved. It is interesting to note that at that time 270 work people had expressed a desire to play tennis. A nettlefolds band was in existence, affiliated as a sports section. There was also a quoit club with 29 members.

The grounds were officially handed over to the recreation grounds committee in 1896. Three "sports days" were held two years later, resulting in an overall profit of £4.00. In 1905, an annual subscription in the present day equivalent of five pence was approved, following meetings throughout the Works. During the 1914-1918 War, part of the grounds were dug up, potatoes grown, and sold to the GKN Canteen. In 1920 a new drainage system was laid throughout the grounds and this is still in existence, and very efficient.

Plans for a new pavilion were approved by the company in 1939 but, on the outbreak of war, were left in abeyance. At the end of the war there was a great deal of legislation due to various shortages, but in 1947 a license to build a new pavilion was obtained and in 1949 our first club was built and opened.

Since then we have built a far larger club, comprising a games room, (air rifle shooting, table tennis and darts) a foyer overlooking the outdoor games area, a bar, a snooker room and a concert room with seating for 300. In the concert room we hold dinner-dances, dances, concerts, social evenings, tombola (bingo), modern sequence dancing classes and ladies keep fit classes. The club, which is situated approximately three miles from the Works, is extensively used throughout the year and every endeavour is made to keep bar prices to a minimum. The present day subscription is £1.00 per annum. A profit is also made from a weekly tote draw and fruit machines. (Incidentally, our laws limit us to a maximum of two machines.) We now have twenty sections affiliated, including such diverse activities as amateur boxing, karate, table tennis and rugby.

In September 1974 a new sports hall was officially opened. As a company owned and built hall, it is the finest in the country and covers such activities as bad-



**Annual "Gala Day":** Left, a children's foot race in front of the new sports hall and boxing annexe. Right, rolling out the barrel in front of the sports and social club.

minton (4 courts), indoor tennis, amateur boxing (a separate annexe for ring and training apparatus) five-a-side football (soccer), rugby, hockey, netball (similar to women's basketball), and football training.

Our present membership figures are 3,000 full members and 500 associate members. It is intended at our annual general meeting in 1977 to open a juvenile membership category to cover youths between 14-18 years of age.

The club is managed by an Executive Committee comprising the Administrative Director, Chairman, Treasurer and Secretary, all of whom are appointed by the company, and six full members of the club. They meet monthly to formulate policy. There is also a General Committee comprising the above plus each section Secretary, who meet quarterly to receive reports from sections on their activities.

Various functions are arranged outside the club, in-

cluding trips abroad. We have organized holidays in Spain, Majorca and Romania as well as week-end visits to holiday resorts.

I will conclude, with the hope that you will have found the above of some interest. Maybe when you have time you can let me know of any similar club with whom we may be able to share suggestions, recommendations, etc.

Yours sincerely,

*Reg Freer*

R. W. Freer, M.R.M.A.  
(Member Recreation Managers Association)

rm

*Letters from NIRA members . . .*

*. . . help promote employee recreation and services. They help strengthen the bonds between established Association participants and prospective members. You know someone who should be a member of NIRA. Drop him or her a line.*

# tournament news



by Stephen D. Waltz, CIRA  
Cummins Engine Company  
NIRA Vice Chairman  
Tournaments & Services

**FISHING TOURNAMENT**  
May 1 — December 1, 1977  
Watch for details

## Bowling Tournament

**Andy Zadany** (Corning Glass Company), Bowling Tournament Coordinator, reports that entries have been processed for this year's Tournament. A total of forty-five teams representing eleven companies entered Tournament competition. This total represents a slight increase over last year. Complete results will be mailed to all participants.

## Awards Program

**Bill DeCarlo** (Xerox Corporation), Awards Selection Committee Chairperson, reports that all entries for this

year's competition have been received. Bill states that there is a substantial number of entries and that his Committee is hard at work reviewing each of them. This year's Awards Selection Committee is composed of **Gloria Boyles** (Union Carbide), **Reeves Tevis** (El Paso Natural Gas), and **Steve Waltz** (Cummins Engine Company). Award winners will be notified in the near future and presentations will be made in May at the Annual Conference in Orlando.

## Editorial Comment

After serving in the capacity of Vice Chairman of Tournaments and Services for a period of two years, I feel that NIRA leads the field in the national sponsorship of recreation activity and awards programs.

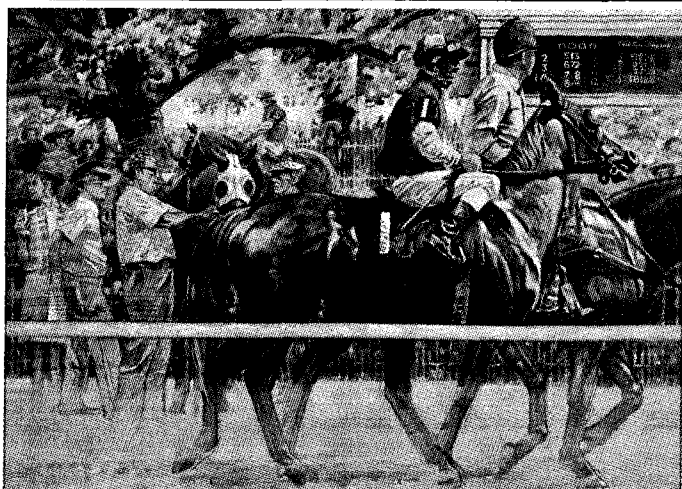
We lead because we are involved in these programs. Nevertheless, the one complaint that I have continuously received during my term is that there are not enough services offered to the NIRA membership. This may be true. In response to member suggestions, both the NIRA Board and the Tournaments and Services Committee have revised current programs and searched for new offerings which we hope will broaden the appeal of Tournaments and Services to the membership.

Tournament Coordinators spend a great deal of time and effort in organizing and administering their activities. One of their greatest frustrations is a limited amount of entries in their events. The value of an activity is measured in part by our participation. Continued low participation could result in eventual elimination of an activity by the NIRA Board.

How many member service programs did you enter last year? We need each member's support to continue to offer viable programs. High participation in activities encourages the adoption of more activities. Responsibility for the success of the NIRA Tournaments and Services programs rest with you, the members. Without your support, they cannot continue to exist.

Your response to this editorial would be appreciated and will be considered for publication in this column, if you so desire. Please send your comments to Pat Stinson at NIRA, 20 North Wacker Drive, Chicago, Illinois 60606.

RM



*you're always a  
winner in  
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### ***How to Plan and Organize a Successful Outing***

This 22-page brochure offers step-by-step suggestions on organizing company outings. It outlines the basics simply and clearly, assuming no previous experience in organizing group trips. A work schedule and check list are included.

**CIRCLE READER SERVICE CARD NO. 2**

### ***Organize Clubs for Fishing, Cruising, Racing, Skiing***

This 15-page booklet was prepared with the water sport enthusiast in mind, but many of the organizational tips provided apply equally well to a wide variety of sports and special interest clubs. Sample releases, membership applications included.

**CIRCLE READER SERVICE CARD NO. 3**

### ***Shooting as a Sport in Business and Industry***

This brochure presents the benefits of shooting clubs and outlines the basic steps of organization and affiliation with the National Rifle Association. By-laws, elections, activities and participation in national tournaments are explained.

**CIRCLE READER SERVICE CARD NO. 4**

### ***How to Organize and Promote Bowling Leagues***

This National Bowling Council brochure enumerates each step in the organization of company leagues and explains how to obtain league sanction. Sample publicity pieces are included.

**CIRCLE READER SERVICE CARD NO. 5**

### ***Planning a Picnic***

It is no picnic, if you are not well organized. Follow this guide through picking a committee, choosing a site, financing the affair, catering the food and much more. Literally 101 picnic games included.

**CIRCLE READER SERVICE CARD NO. 6**

### ***Board of Directors of the National Industrial Recreation Association Invites You to Become a Member***

Revised for 1977, this primary NIRA pamphlet outlines the various NIRA membership categories, and their specialized benefits. Included is a membership application.

**CIRCLE READER SERVICE CARD NO. 7**

### ***By-Laws, National Industrial Recreation Association***

This paper-bound edition of NIRA's by-laws includes all amendments passed in the last two years by the Board of Directors and national member referenda. Also included is a map of NIRA regions.

**CIRCLE READER SERVICE CARD NO. 8**

### ***Typical Constitution and By-Laws for Industrial Recreation Councils***

The sample constitution and by-laws provide local companies with organizational models. Full assistance to IRC organizers is available from NIRA.

**CIRCLE READER SERVICE CARD NO. 9**

### ***Industrial Recreation Councils: Who, What, Why, How***

This four-page pamphlet defines a Council and explains the benefits of local organizations for recreation professionals. It also provides a "how to" outline of IRC organization procedures, including helpful suggestions on how to enlist support from both NIRA and your community.

**CIRCLE READER SERVICE CARD NO. 10**

### ***Typical Constitution and By-Laws for Employee Recreation Association/How to Apply for Recognition of Exemption for an Organization***

The sample constitution and by-laws will be helpful to administrators who are organizing their programs under official associations or clubs. Also included are the most recent Internal Revenue Service requirements for tax-exempt incorporation.

**CIRCLE READER SERVICE CARD NO. 11**

### ***Recreation Program Survey***

This sample survey organizes programming options into an easy-to-complete employee survey. Recreation administrators will find it helpful in compiling their own activity interest studies.

**CIRCLE READER SERVICE CARD NO. 12**

### ***The Key to a Successful Bulletin Board System/The Inside Story of a Good Promoter***

These two papers make an informative team for the recreation director who hopes to improve his/her promotion and publicity efforts. Both give point-by-point checklists of successful recreation program P.R.

**CIRCLE READER SERVICE CARD NO. 13**

### ***Sample company recreation publications***

The NIRA office has over fifty sample recreation publications on hand for free distribution. The collection of booklets, brochures, leaflets, newspapers and bulletins has been donated by a wide variety of companies with many different kinds of programs.

**CIRCLE READER SERVICE CARD NO. 14**

# The Chairman of Motorola supports industrial recreation

**"INDUSTRIAL  
RECREATION BUILDS  
LEADERS AND BRINGS  
FAMILY, COMMUNITY  
AND COMPANY  
CLOSER TOGETHER"**

Robert W. Galvin  
*Chairman of the Board  
Motorola Incorporated*



"Industrial recreation is an extremely important activity at Motorola. I have given it a great deal of personal attention and have participated in many of the programs. My participation has been good for me, as I am convinced it has been good for my associates.

"The basic objective of industrial recreation is to recognize man's needs as a social entity. This is a sound objective. Employee recreation has given opportunity for personal expression, individuality and recognition to the men and women in industry. This is an essential part of belonging to an industrial organization.

"Through recreation, employees become better acquainted. We all find that we have many interests in common with one another. We gain better understanding of each other. We break down and overcome the persistent barriers that God

seems to have given us as obstacles to overcome. In the process, people have fun.

"Aside from personal development, recreation is also good for the corporation. Being known as a company with a varied recreation program helps in recruiting. Further, employee recreation is of great value to families and to the community. We hope that our recreation program helps bring family, community, and company closer together.

"New leaders are frequently discovered as the driving forces in company recreational pursuits. Altogether, Motorola's recreational activities are a natural, mutually enjoyable extension of wholesome, on-the-job relationships. Our program has long been one of the strong links in the communications chain among all of us. I feel confident this will continue with ever greater vitality and enthusiasm, in the years ahead."

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CIRCLE READER SERVICE CARD NO. 40

## good things to read

*Recreation and Leisure Time Careers* by Clayne R. Jensen, Vocational Guidance Manuals — A Division of Data Curier, Inc., 620 South Fifth St., Louisville, KY 40202.

This 123-page paperback guidebook will be especially helpful to the recreation student. It describes the evolution and scope of jobs which teach the constructive use of leisure time. Jensen discusses social and economic trends which affect recreation careers, as well as the leadership and educational requirements of jobs in the field. Eighteen real-life accounts of successful leisure time career professionals illustrate the wide range of positions available. Appendices list federal and state agencies with major responsibilities in recreation, professional and service organizations associated with recreation and parks, and potential employing organizations and recommended reading. The author is the Dean of the College of Health, Physical Education, Recreation, and Athletics at Brigham Young University.

• • •

*Complete Guide to Administering the Intramural Program* by Nancy E. Gerou, Parker Publishing Company, Inc., West Nyack, NY.

This hardbound, 250-page study of intramurals will take even the least experienced administrator through every step toward a successful program. Practical procedures are outlined for choosing the right kind of tournament, establishing eligibility, adopting rules, designing scheduling systems, selecting point systems, organizing awards programs, and covering safety precautions. Scores of charts, diagrams, forms and checklists augment the text. The author is Associate Director of the Department of Recreation at the University of Colorado.

• • •

*Outdoor Recreation Planning* by Alan Jubenville, W.B. Saunders Company, West Washington Square, Philadelphia, PA 19105.

Intended as both a text and a professional reference, this 400-page hardbound book will be useful to administrators and planners of large-scale facilities. The book begins with a theoretical and historical background of outdoor recreation and moves into the specifics of recreation area planning. Part 4 — "Guidelines for Site and Facility Planning" provides illustrated specifications for a variety of sites, including campgrounds and picnic areas, marinas, beach developments and winter sports areas. The author is a 25-year veteran of outdoor recreation planning, both as a practitioner and as a university instructor.

• • •

*Keep Your Heart Running* by Paul J. Kiell, M.D. and Joseph S. Frelinghuyzen, Winchester Press, 205 East 42nd St., New York, NY 10017.

This 264-page hardcover popular book might make an interesting addition to the recreation library. Designed for the middle aged, pressured American man who wants to get back into shape. In easy-to-read, generously illustrated chapters, the book covers the reasons for keeping fit and provides specific exercise routines and nutritional information.

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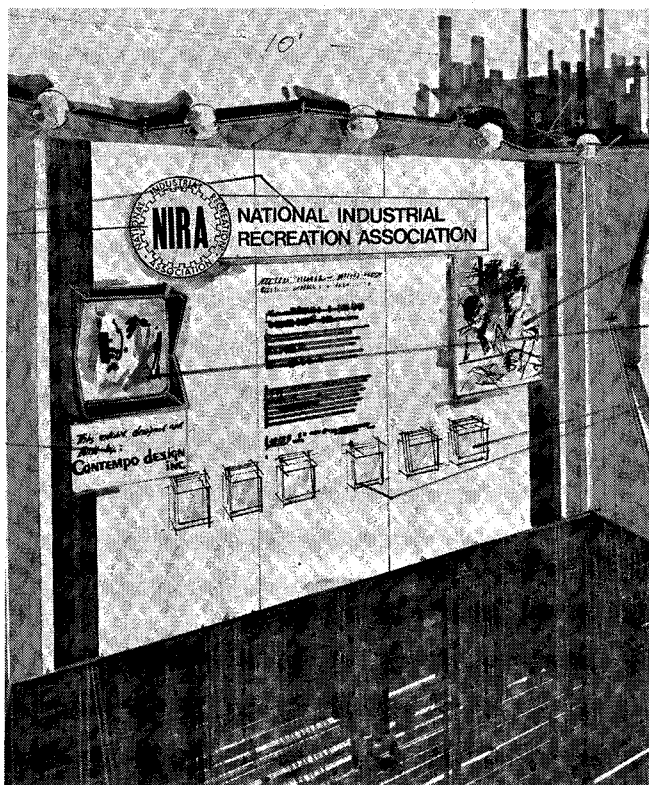
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# May unveiling for NIRA exhibit booth



Artist's sketch of the NIRA booth

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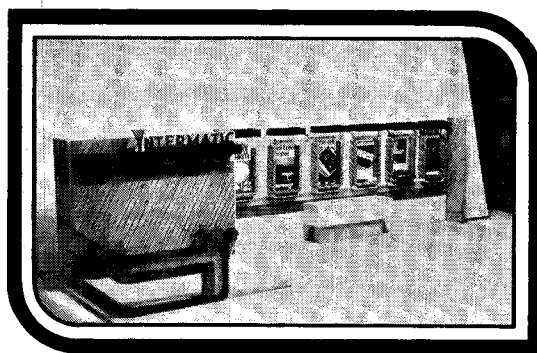
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## names in the news

**Edwin Fuller** has been appointed director of sales for Marriott Hotels. He will supervise Marriott's national sales offices in New York, Washington, Chicago, Los Angeles, Toronto, Tokyo, London and Mexico City as well as the chain's central reservation system in Omaha.

**Laura Goldie** of San Jose State University and **Daniel L. Mitchell** of California State University at Hayward are now completing 10-week internships with the Lockheed Employees Recreation Association (LERA) in Sunnyvale. The internship program provides students with practical experience in a wide variety of industrial recreation activities including sports, clubs, travel, and other specialized programs. LERA has cooperated with the academic community in the program for the past 10 years. Goldie, a resident of Cupertino, is majoring in recreation. Mitchell lives in Hayward and is majoring in recreation administration. Both are seniors.

**Yoshiko (Bobbie) Hildenbrand** is the new personnel services manager for Nationwide Insurance in Columbus Ohio. Her responsibilities include management of the company's activities program and 3,600-member Employees Activities Association. Hildenbrand has been with Nationwide since 1953, most recently as a supervising personnel counselor. She succeeds **Jean Smouse** who was recently married and has moved to Pittsburgh, Pennsylvania.

**Jim McKeon** of Cubic Corporation is the 1977 President of the San Diego Industrial Recreation Council. McKeon, who was formally elected at the Council's December 1976 meeting, succeeds **Don Jones, CIRL**, of

Doctors Hospital. Active in the San Diego Council for 10 years, McKeon has served as first and second vice president, membership chairman and as a member of the Council's board of directors. A full slate of new officers was elected to serve with McKeon: **Roy Ahrensberg** (San Diego Gas & Electric), first vice president; **Jill Tippin, CIRA**, (Solar), second vice president; **Carol Anderson** (Phillips-Ramsey), recording secretary; **Bob Barlow** (San Diego Park & Recreation Department), executive secretary; and **Bill Mamas** (Sea World, San Diego), treasurer.

**Jack Mussolf** of Sun Oil Company has been elected president of the Toledo Industrial Recreation and Employee Services Council (TIRES). Elected with Mussolf were: **Steven Ranck**, vice president; **Mary Kepes**, treasurer; **Jacqueline Erwin**, secretary; **Rich Nachazel**, public relations officer; and **Tom LaRock**, membership chairman.

**Jim O'Hare** has returned to the Tides Hotel & Bath Club after an absence of ten years. He is now director of sales for the NIRA Associate member.

**Norm Snyder** of Delco Products Division, General Motors Corporation, was recently elected to serve a two-year term as chairman of the Dayton Industrial Athletic Association (DIAA). Elected with Snyder were: **Jerry Stanfill** (Wright Patterson Air Force Base), vice chairman; and **Timothy M. Shroyer, CIRA** (Delco Air Conditioning Division, GMC), secretary. Shroyer was also named the official DIAA representative to NIRA.

**Charles B. Weiss** retired April 1, 1977 from his post as Supervisor of Recreation and Employee Services for Hamilton Standard, Division of United Technologies, in Windsor Locks, Connecticut. Weiss was succeeded by **Lawrence D. McClure**. **Sue R. Tina** has been promoted to employee services administrator at Hamilton Standard. RM

## professional services directory

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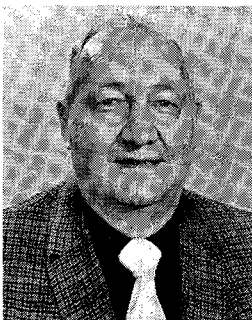
# meet your board



**Michael T. Brown, CIRA** is Senior Director from Region III. The Activities Coordinator for R.R. Donnelly & Sons Company will complete his term in May 1977.

Brown has earned associate's degrees in liberal arts and business administration. He holds a B.S. in education. He has continued his education, primarily in areas related to recreation.

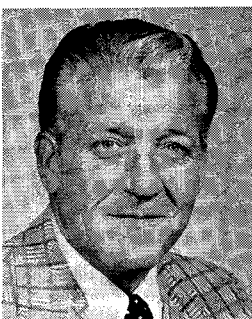
Brown is very active in the promotion of industrial recreation in the Chicago area. He is secretary of the city's Grant Park Recreation Association. He is also a founder and the first President of the Chicago Association of Recreation and Employee Services (CARES), a NIRA IRC formed last year.



**Howard D. Bunch, CIRA**, was elected to serve as Junior Director from Region VI last May. He will move into the Senior Director's chair next month.

Bunch fits his employee activities work around another full-time position. He is an operations officer/consumer banking representative for First of Denver. In his 40 years with the bank, he has held a variety of official positions, but has always been active in employee recreation programs. He has expanded his professional knowledge through courses in banking.

Bunch has long been active in the Denver Industrial Recreation Council, as a former president and vice president, and currently as treasurer. He is a former NIRA Vice Chairman of Finance. He is also active in the Denver Chamber of Commerce.



**John G. Tutko, CIRA**, is NIRA's CIRA/CIRA Director. His present term as head of the Association's professional certification program will expire next month.

Tutko holds bachelor's and master's degrees in education. He has earned many additional credits in armed forces management schools and seminars. He has headed the employee recreation and services program for the Washington, D.C. headquarters of the Air Force for the past twenty years. He

has also assisted championship bobsled teams, including the U.S. entry in the 1964 Olympics. His work has earned him honors from NIRA and the Department of Defense.

Tutko is a member of the National Recreation and Park Association, a charter member of the League of Federal Recreation Associations and belongs to several other professional and honorary fraternities. He has served in various posts for the NIRA Board of Directors and recently directed the publication of the first *Who's Who in Business, Industry, and Government Employee Recreation*. RM



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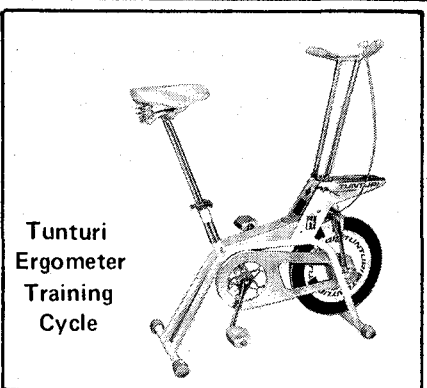
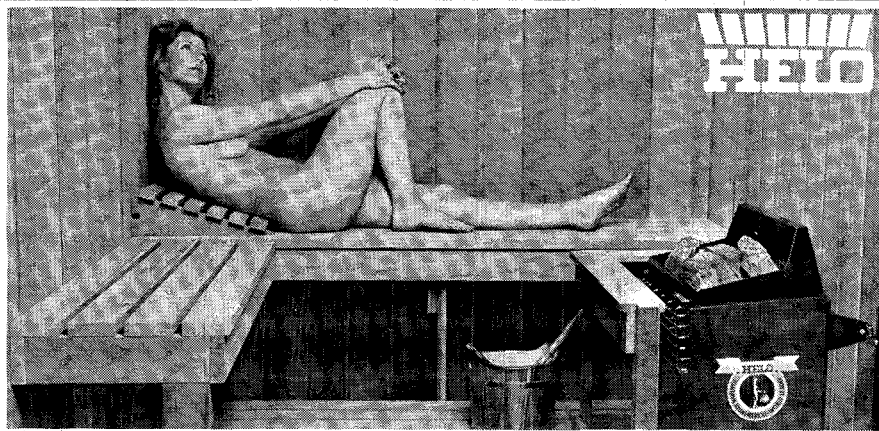
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# National Industrial Recreation Association

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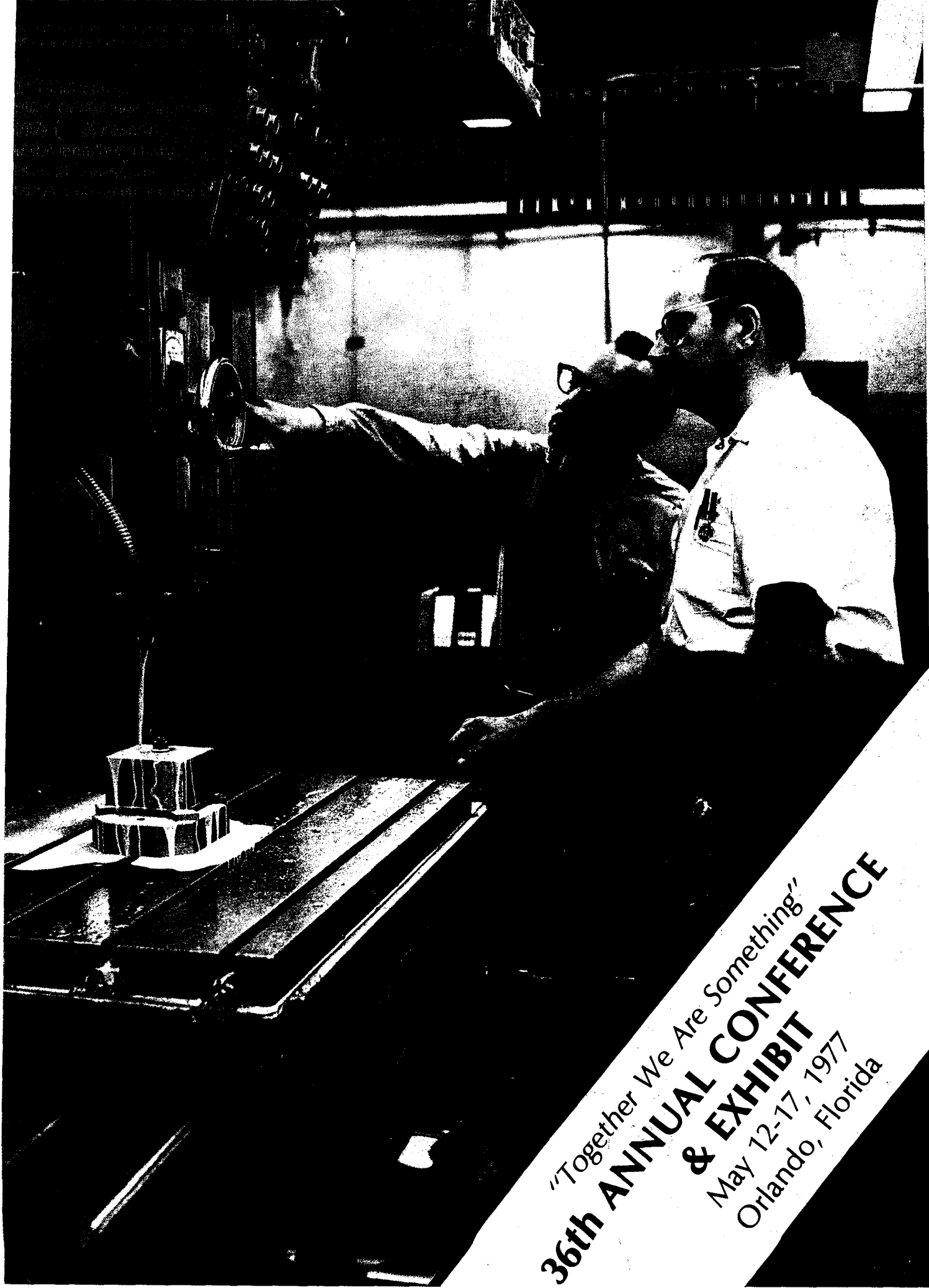
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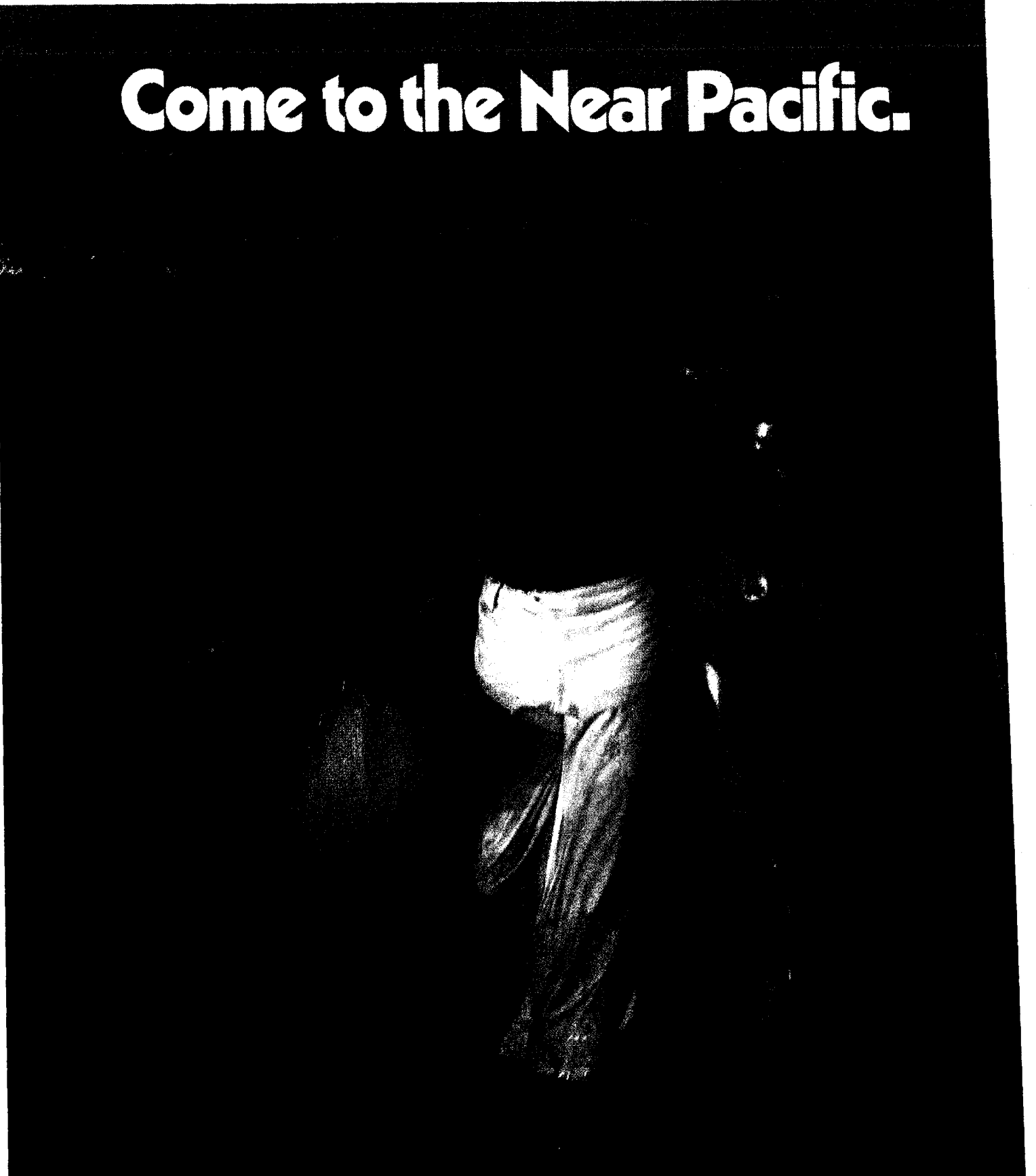
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CIRCLE READER SERVICE CARD NO. 15

# recreation management

Volume 20, Number 4

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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.

Controlled circulation postage paid at New Richmond, Wisconsin 54017.  
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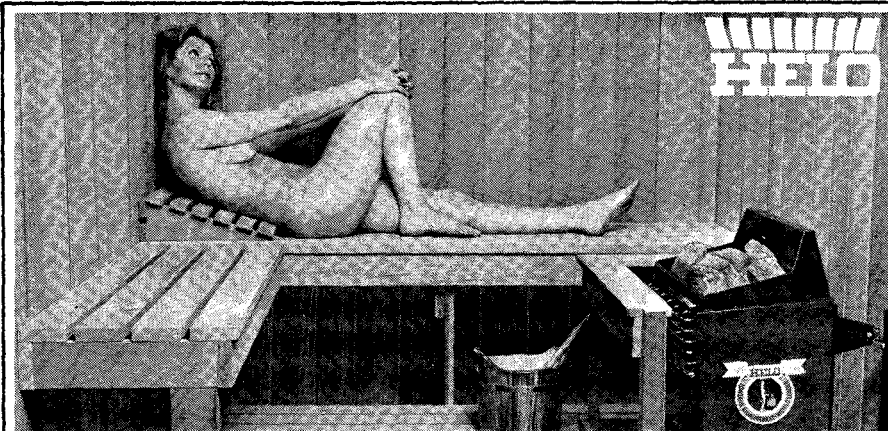
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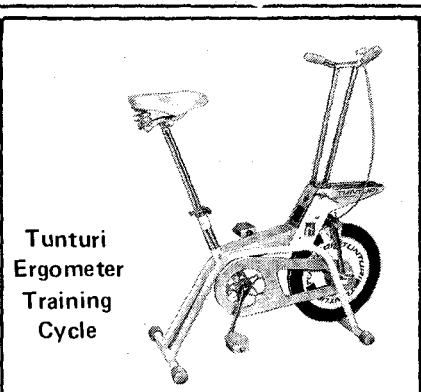
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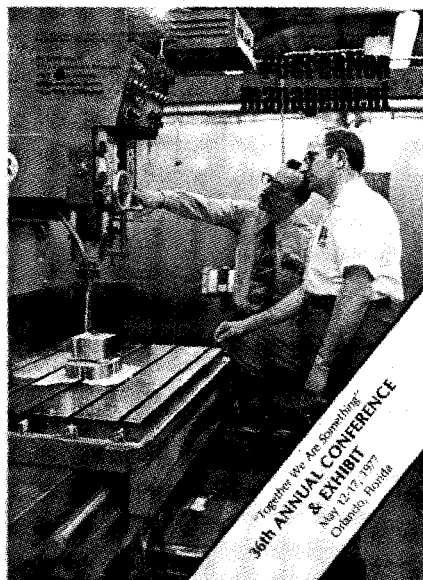
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## about the cover



"Together We Are Something" is the theme of NIRA's 36th Annual Conference & Exhibit. In one sense, it reflects the harmonious relationships between labor and management that recreation programs can foster. The men shown here are employees of Flick-Reedy Corp., home of award-winning recreation programs. They are Back-Up Craftsman Robert Gathman (front) and Supervisor, Drills & Mills Department Gale Ureta. (Photo by Bert Green, Miller Fluid Power — Courtesy, Flick-Reedy Corp.)

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# The Chairman of the Board would like a word with you . . .

. . . about preventative medicine



**Roy L. McClure, CIRA**  
**Lockheed Georgia Company**  
**NIRA Chairman of the Board**

The maintenance of a sound, productive work force is much like the maintenance of strong personal health.

Too often, we rush to quick remedies for our ailments. We run through a long list of patent medicines before we seek the professional assistance that can treat our problems most effectively and restore us to good health. We cannot afford cheap substitutes for professional treatment nor inferior medicines when the best are available. Most importantly, we cannot skip on

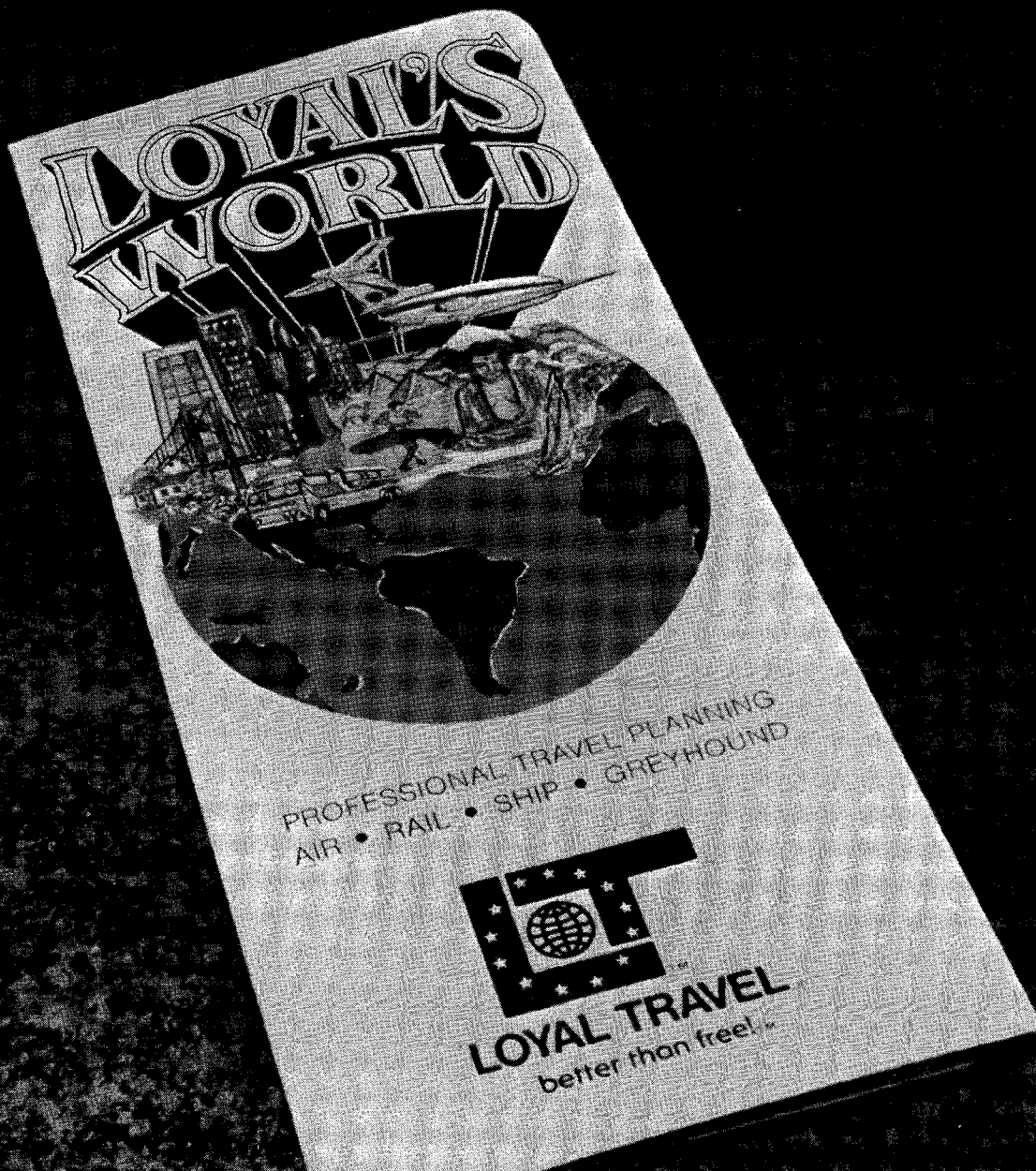
day-to-day preventative medicine. The daily maintenance of good health habits is the key to a lifetime of productive good health. Similarly, the preventative medicine of a professionally guided employee recreation and services program can build and maintain a healthy, productive work force.

The National Industrial Recreation Association has devoted the thirty-six years since its founding to the promotion of the best in employee recreation and services and to the development and improvement of specialized professionals in the field.

During the formative years, when employee recreation was still a new idea for most employers, NIRA had its growing pains; but it never found itself without committed supporters and capable leaders. In the years that followed, the concept of industrial recreation changed from a simple social/athletic benefit to a varied program shared by employees and management. In NIRA, progressive Boards of Directors made it possible for the Association to direct its efforts toward long-term improvements in personnel programs and specialized criteria for recreation professionals. The programs advocated by NIRA — often referred to as "non-negotiated" benefits — have become well established in leading organizations. As companies

throughout the United States, Canada and Mexico became aware of NIRA's objectives, the Association's membership swelled and the philosophy of a healthy and harmonious working relationship through employee recreation gained increasing numbers of converts in business, industry and government.

Today, through a wide variety of professionally-guided recreation programs and services, prominent NIRA-member employers give testimony to the healthy effect of after-hours activities upon the well-being and stability of the work force. Since NIRA was founded, most major employers in the U.S. have established industrial recreation and employee services as essential parts of their personnel policies. Recently, many smaller companies have seen the advantages of such programs and find that they, too, can profitably engage in similar efforts for the maintenance of a healthy productive work force. Regardless of size, however, a company improves the overall health of its work force, both figuratively and literally, with the introduction of an employee recreation and services program. It maintains the healthy atmosphere among personnel with the guidance of a professional recreation specialist.



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# The President of Eastman Kodak supports industrial recreation

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COMPETITIVELY KEEN

**Walter A. Fallon**  
*President*  
*Eastman Kodak Company*



"Years ago, George Eastman, founder of Eastman Kodak Company, wrote: 'What we do in our working hours determines what we have. What we do in our play hours determines what we are.' Eastman's statement is a good expression of the value of recreation time well spent. It is also a statement that applies to all of us . . . to the young and the old, the administrator in his office as well as the man on the production line.

"Each of us, of course, must decide for himself how he will use free time. No one should tell you or me what our hobbies, interests, and activities ought to be. But worthwhile interests can be fostered by the availability of programs and facilities designed to appeal. In this sense, industry seems to have a real opportunity. If athletic fields, gymnasiums, reading rooms, photo labs, hobby shops, and other facilities are made available, the men and women of a company will be far more likely to enter into and benefit from rewarding activities.

"Recognizing this fact, Kodak and other companies have made such programs and facilities

available to their employees.

"What is more, the management of our company is convinced that the money spent to encourage healthy spare-time activities pays big dividends — both for Kodak and for the people of the company. Few of us can afford to be overly introspective about our work. We cannot isolate ourselves from the world around us, concentrating solely on what takes place in the office, the laboratory, or the plant.

"In this highly complex age, industry has great need of people who are healthy, vigorous, and competitively keen. Industrial progress depends, in large measure, upon the insight, the interest, and the depth of understanding that large numbers of people bring to their jobs. The man who spends his free time well cannot help but bring valuable outside experience to his job inside the company. Upon such people our future will depend. What those men and women 'have' when they come to us is not nearly so important as what they 'are' — and can be."

---

From *Top Management Speaks*

Check the publications order form card at the back of this issue



# nira news

## Region II plans fall conference

Leaders in NIRA Region II hope to open their area's first regional meeting since the 1940's this fall. Tentatively scheduled for October 20-22, 1977 in Columbus, Ohio, the conference would draw delegates from Ohio, Kentucky, West Virginia, Maryland, Delaware, Pennsylvania and the District of Columbia.

The conference plan originated last fall at a meeting of the Columbus Industrial Recreation Council (CIRC). Since then, an informal planning committee has pursued the idea. Instrumental in the conference organization thus far are:

**Melvin Byers, CIRA**, NIRA Consultant and Executive Director, Toledo Industrial Recreation and Employee Services Council (TIRES)

**Martha Byers, CIRA**, Region II Junior Director, of Owens-Illinois

**Edward Hilbert, CIRA**, NIRA Vice Chairman of Research and Education, of Battelle Memorial Institute

**A.C. (Al) Ward**, NIRA Region II Senior Director, of Owens-Corning Fiberglas

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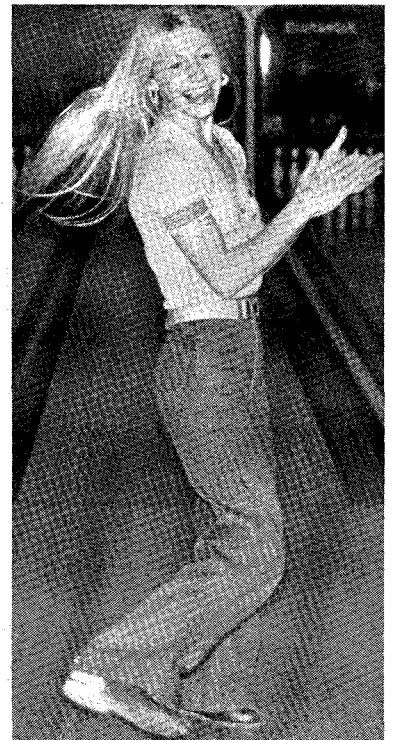
Ohio State University's Department of Natural Resources is also interested in becoming involved with the conference, so that its rec-

reation students can participate.

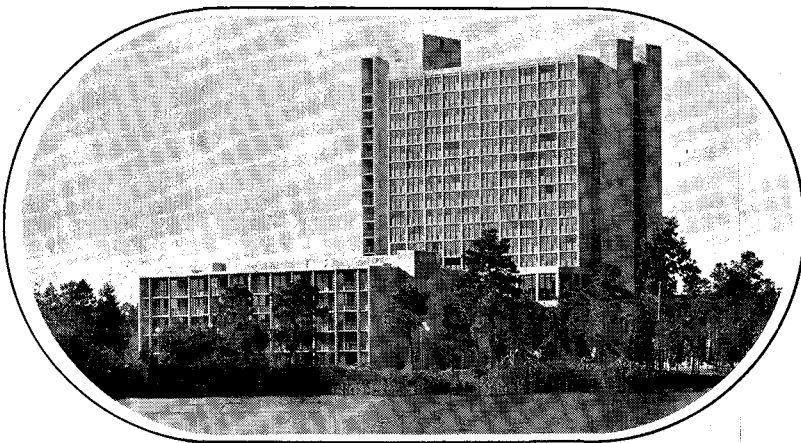
According to Edward Hilbert, the conference agenda is in the planning stages now. Questionnaires have been sent to potential delegates, asking for their suggestions. The organizers are also contacting prospective sponsors.

For additional information on the Region II conference, contact Edward Hilbert, CIRA, Battelle Memorial Institute, 505 King Ave., Columbus, Ohio 43201 — Phone (614) 424-6336 or 424-5190.

## Winner at Johnson Wax



This happy bowler took part in a record-breaking Johnson Wax scotch bowling tournament, March 12, 1977 in Milwaukee. She was one of 1,080 participants from three work shifts. If there has ever been a larger single-day scotch bowling event, we would like to hear about it. (Photo courtesy of The Johnson Wax Weekly, Vina Jacobs, Editor)



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## Citation of Merit at Avco Lycoming



A NIRA Citation of Merit was presented to George Tuscaeff (center), an engineering employee of Avco Lycoming, recently. On hand for the presentation were Michael S. Saboe, Vice President of Engineering (left) and Frank A. DeLuca, CIRA, Community and Employee Relations Representative. Tuscaeff has been actively involved in the establishment and supervision of recreation activities at Avco Lycoming for more than 20 years. The Citation of Merit may be authorized only by Certified Industrial Recreation Administrators (CIRA's) and is presented to outstanding volunteers in employee recreation and services.

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### EDITOR'S NOTE:

The NIRA Citation of Merit, originated in 1976, has been very successful in recognizing outstanding volunteers and helping to promote excellence in employee recreation and services. Since increasing numbers of CIRA's are authorizing Citation presentations, RM must restrict its future reporting of the recognition to "Honor Roll" listing in "NIRA News".

1977 NIRA Awards  
preliminary notice,  
pages 62-63

Full report with the  
post-Conference story,  
August issue

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# news in brief

## '76 survey ranks popular sports

American's preferences for popular participation sports have shifted in the past three years, according to the results of a survey conducted by

the A.C. Nielson Company.

The study of 27 different sports found, predictably, that tennis and snow skiing have grown most in popularity in the past three years, with 45 and 42 per cent increases in participation. Several other sports also showed significant increases. Since 1973, the survey found, snowmobiling, basketball, bowling and bicycling each gained 14 to 19 per cent in their shares of participants.

Swimming remains the most popular participation sport among Americans, with an estimated 103,500,000 people taking the plunge at least once a year. Swimming is followed in popularity by bicycling (75,000,000), fishing (63,900,000), camping (58,100,000), bowling (44,400,000), pool/billiards (35,800,000), boating (35,200,000), table tennis (32,200,000), tennis (29,200,000) and

softball (27,300,000).

The survey included demographic profiles of participants, participation trends, equipment purchases and a variety of additional tabulations in each sport.

**Newsbriefs . . . Park Maintenance** Magazine will sponsor two conferences this year which may be of interest to NIRA members: (1) "The National Turf Management Clinic and Tradeshow", July 25-26, O'Hare Inn, Chicago; (2) "7th National Institute on Park and Grounds Management", November 7-10, Red Carpet Inn, Milwaukee. For additional information, contact *Park Maintenance*, Box 1936, Appleton, WI 54911 — Phone (414) 733-2301 . . . NIRA members in companies

## 1976 vs 1973 Sports Participation Surveys

1976 Rank	Sport	Projected Individual Participants	Projected Individual Participants	Percent Change in Projected Participants
		1976	1973	1973 vs 1976
1	Swimming	103,503	107,191	— 3%
2	Bicycling	75,015	65,613	+ 14%
3	Fishing	63,901	61,263	+ 4%
4	Camping	58,102	54,435	+ 7%
5	Bowling	44,434	38,218	+ 16%
6	Pool/Billiards	35,805	32,920	+ 9%
7	Boating	35,230	32,629	+ 8%
8	Table Tennis	32,215	33,501	— 4%
9	Tennis	29,201	20,158	+ 45%
10	Softball	27,268	26,362	+ 3%
11	Basketball	25,818	22,129	+ 17%
12	Ice Skating	25,772	24,875	+ 4%
13	Hunting	20,480	19,997	+ 2%
14	Golf	16,568	17,025	— 3%
15	Baseball	15,670	15,216	+ 3%
16	Football	14,911	14,247	+ 5%
17	Water Skiing	14,681	14,021	+ 5%
18	Snow Skiing	10,999	7,721	+ 42%
19	Motorbiking/Motorcycling	9,734	11,339	— 14%
20	Snowmobiling	9,204	7,753	+ 19%
21	Sailing	7,271	6,978	+ 4%
22	Archery	5,477	5,847	— 6%
23	Handball	5,341	*	*
24	Racquetball	2,723	*	*
25	Ice Hockey	2,669	3,263	— 18%
26	Paddle Tennis	2,516	*	*
27	Platform Tennis	169	*	*

\*1976 represents first-time measurement

which are considering "flextime" may be interested in reading "Special Flextime Reports" in the February issue of the *Monthly Labor Review*, published by the U.S. Department of Labor's Bureau of Labor Statistics. The 12-page report outlines generally favorable reactions from both labor and management to the flexible hours in several different businesses. To order a copy of the *Review*, send \$2.40 to *Monthly Labor Review*, Box 353, LaPlata, Md. 20646. Make checks payable to the Superintendent of Documents . . . For an additional source of programming ideas, send for "USA Plant Visits 1977-1978". The 152-page directory, published by the U.S. Department of Commerce, lists over 1,500 U.S. businesses and factories — from auto plants to candy makers — that offer tours to visitors. Send \$2.80 to the U.S. Government Printing Office, Washington, DC 20402. Specify GPO Stock Number 003-012-000-41-7 and make your check payable to the Superintendent of Documents. RM

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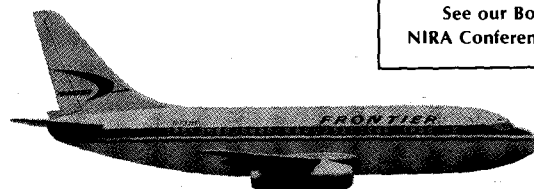
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CIRCLE READER SERVICE CARD NO. 23

New rental method announced

## NIRA-Warner Bros. Film Program improved to benefit members

Warner Bros. Inc. and the National Industrial Recreation Association have announced plans to introduce a new method of renting feature motion pictures under the NIRA-Warner Bros. Film Program. Improvements were prompted by suggestions from members who reviewed the original Film Program

First presented in February 1976, the NIRA-Warner Bros. Film Program is a joint effort to develop contemporary feature programming for employee recreation. The new rental method provides a safer and more flexible way of renting feature films such as *All the President's Men*, *Dog Day Afternoon*, *The Towering Inferno* and others from the 1977/78 Warner Bros. Film Gallery Catalogue. Under the new system, film rental fees are computed on a standard minimum price (\$100.00 per film for NIRA members; \$150.00 for non-members) plus a per person rate or the Warner Bros. Film Gallery Catalogue price schedule — whichever is less.

The per person rental rate is determined by the number of films scheduled. On orders of two to four films, for example, the fee is \$0.50 per person. Five to seven film selections put the rate at \$0.40 per person. Participating organizations wishing to show eight or more films to their employees during a twelve-month period will pay a minimal \$0.25 for each person who views a film.

### HERE'S HOW IT WORKS . . .

NUMBER OF FILMS SCHEDULED TO EXHIBIT DURING ANY GIVEN TWELVE MONTH PERIOD	PER-PERSON RENTAL RATE
2-4	50¢
5-7	40¢
8 or more	25¢

The minimum price is \$100.00 per film for NIRA members; \$150.00 per film for non-members. After exhibiting each film, you simply complete the attendance report which is provided and calculate your film rental.

For example, if you were to schedule five films (40¢ per-person rate) and you exhibited **ALL THE PRESIDENT'S MEN\*** on one day, your total cost would be:

NUMBER OF PERSONS IN ATTENDANCE	RENTAL FEE CALCULATION	SHIPPING & HANDLING	TOTAL DUE
100	$(40¢ \times 100) + \$100 = \$140$	\$6.00	\$146
200	$(40¢ \times 200) + \$100 = \$180$	\$6.00	\$186
400	$(40¢ \times 400) + \$100 = \$260$	\$6.00	\$266
600	$(40¢ \times 600) + \$100 = \$340$	\$6.00	\$346

\* (Regular listed Catalogue rental rate: \$600.)

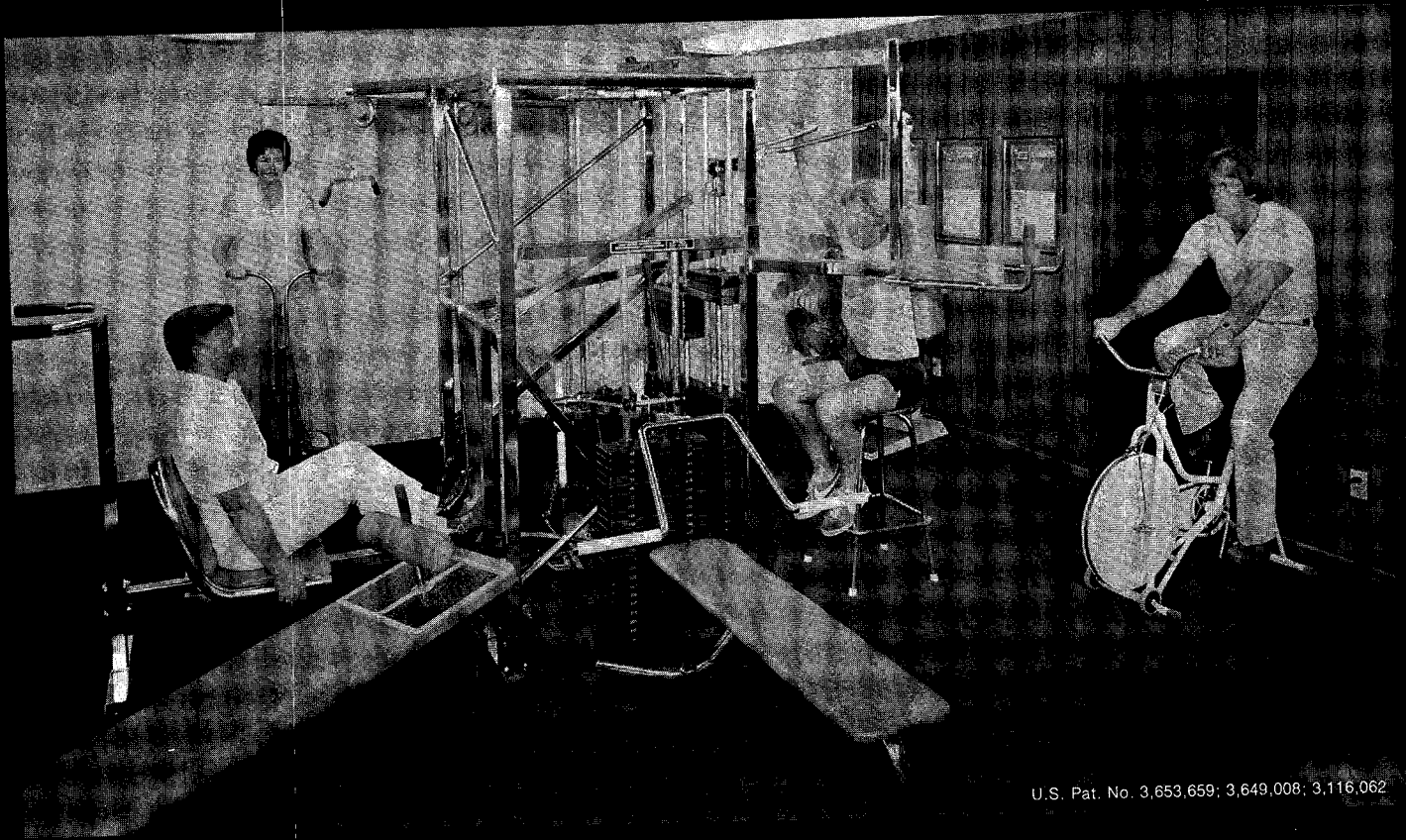
Films may be shown for as many as three consecutive days with no increase in the minimum charge. Free publicity and promotional material is provided for all films ordered.

According to Scott Lane, Director of the Industry Entertainment Program for Warner Bros. Inc., "These improvements are the direct result of input received from employee organizations of various sizes during our first year. We have great confidence that all recreation

directors will appreciate the value and benefits now available under the NIRA-Warner Bros. Film Program. We look forward to their participation and support." **RM**

For further information on the new NIRA-Warner Bros. Film Program and a copy of the 1977/Warner Bros. Film Gallery Catalogue, be sure to stop by the Warner Bros. Film Gallery exhibit booth #26 at the NIRA Conference and Exhibit in Orlando, or circle Reader Service Card No. 15. ☐

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# organization profile

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## Naval Training Center Orlando, Florida

with N.L. "Doc" Medley

**W**HEN you need 72 full-time and 66 part-time employees to operate your recreation facilities and services, you have an outstanding responsibility — at least in terms of size. In the case of the Naval Training Center in Orlando, Florida, you also have an exemplary program.

On Monday afternoon, May 16, delegates and exhibitors at the 36th Annual NIRA Conference and Exhibit will tour the Naval Training Center's recreation facilities as a part of their scheduled Conference activities. Their guide will be Conference Program Chairman and NIRA Board member **N.L. "Doc" Medley**, Special Services Director for the Center.

The facilities and programs under Medley's direction serve approximately 100,000 military active and retired personnel and their dependents. They are supported by non-appropriated funds. Unlike most NIRA members' programs, the Navy's Orlando efforts must be viewed as a hybrid of employee and municipal recreation services. The Navy "employees" and their families depend upon Special Services for many of the recreational outlets available to other NIRA member employees through a combination of their employers' and communities' facilities and agencies. Even so, the Orlando program is impressive on its own terms.

Two auto hobby shops offer 21 stalls for the use of Navy people who work on their own cars. For the minimal fee of \$0.50 per hour, home mechanics may use one of the stalls and borrow tools provided in the

shop. Instructors are on hand to help. The auto hobby shop operates at 70% self-sufficiency.

In the boat hobby shop, space will accommodate craft up to 18 feet long. Boaters are free to work on their boats and store them while work is in progress.

The main base in Orlando maintains a 24-lane bowling center and supports many leagues. The smaller annex, fourteen miles south, has a busy 12-lane alley.

Hobbycrafters have their center, too. A ceramics shop contains molds, clay-working and firing facilities. Two wood working shops offer lathes and other equipment for on-site loan. Home electronics buffs also have their own hobby shop. An instructor is on hand to advise people who bring in their own radios, televisions and other equipment for repair.

Each Training Center site also has a movie theater. At the main base, movies play every night. On alternate evenings, the annex also screens films. The programs are varied to appeal to the full range of Navy personnel, dependents and retirees.

The athletic and sports interests of all ages find outlets at the Naval Training Center. Two nine-hole golf courses are open seven days a week. Two gymnasiums, one at each site, host a variety of activities for all ages. Sailing on a small lake near the main base draws individuals and families. Small craft such as "Sunfish" are available for rental. The lake also affords a pleasant beach for sunning and swimming.



A pool at each site offers additional swimming.

Virtually any sport with a following at the base is included in the Training Center's sponsored program. Twenty-three intramural teams compete in all the major sports. An additional 38 youth teams serve the needs of young Navy dependents.

The Training Center also operates a marina and camping check-out service. Boats, campers, fishing gear, tents, skis and more are maintained for loan.

Special services for dependents attached to the Training Center fall into two categories. For very young children, Special Services administers child care centers at the main base and the annex. The centers are open from 6:45 a.m. until 6:00 p.m. on weekdays and from 9:00 a.m. until 1:00 p.m., Satur-

days. They have handled as many as 160 youngsters at one time, but average about 60 each day. For older dependents, a base youth center offers an entertaining range of activities. Children in grades one through six have a specialized program to meet their interests. The older group enjoys social activities programed by the Teen Club director. Attached to the youth center, an active sports program includes both Little League baseball and softball.

Like most industrial recreation programs, Navy Special Services also offers discount tickets and referral services.

Photos from the Conference tour of the Naval Training Center will be included in future coverage of the Conference.

RM

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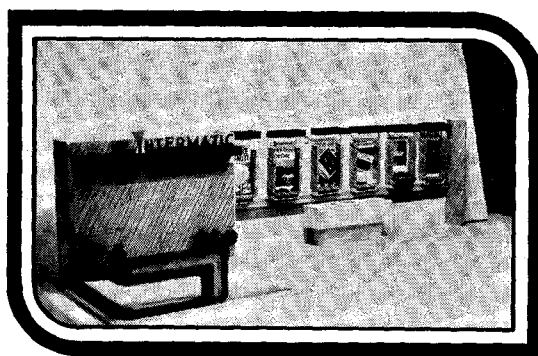
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# NIRA Member Survey

## A Preliminary Report

by Steven Langer, Ph.D.

**H**OW much are industry recreation professionals paid? What effect does length of experience in recreation, physical education, and/or personnel functions have on income? How does level of education affect income? What about college major? Geographic location? Time with an employer? Type of employer? Size of recreation program?

It has been the experience of my associates and myself that significant numbers of members of professional and trade associations are interested, from time-to-time, in comparative pay data in their field. Consequently, many such organizations conduct or sponsor pay surveys periodically. Recognizing the interest of its members in such information, the National Industrial Recreation Association has agreed to sponsor an annual survey to be conducted by Abbott, Langer & Associates, on salaries, funding, program activities, etc., in the field of industrial recreation.

On January 10, 1977, a survey questionnaire was mailed to all NIRA members to elicit this sort of information. On the basis of the numerous questionnaires returned, an extensive survey report has been completed.

On the basis of preliminary com-

puter printouts, this article was prepared to give NIRA members and other *Recreation Management* readers a preliminary look at the

survey results. Unfortunately, final computer printouts were not available when this article was prepared. Therefore, it is not possible to pro-

***The Industrial Recreation Report — 1977 reports the salaries of individuals who spend one-half or more of their time in the field of industrial recreation management. Salaries are reported by:***

- level of responsibility
- length of experience
- level of education
- geographical area
- length of service
- type of employer
- number of employees eligible to participate

***In addition, the report includes sections on such important areas of industrial recreation management as:***

- cost per employee
- sources of funding
- staffing
- capital value of land and buildings
- physical activity programs
- service activity programs
- cultural activity programs
- social activity programs

***Copies are available to NIRA members for \$45.00 (non-members — \$60.00) from:***

***Abbott, Langer & Associates  
P.O. Box 275  
Park Forest, Illinois 60466***

***Copies will also be available at the NIRA booth, May 12-17, 1977 at the 36th Annual NIRA Conference and Exhibit in Orlando, Florida.***

vide "clean" answers to questions regarding the salaries of recreation professionals. The information contained herein is, in part, based upon the salaries of many individuals who, while members of NIRA, are paid on the basis of their expertise and responsibilities in areas other than recreation management — with recreation being a secondary or tertiary duty. Some of the individuals whose salaries are included in the statistics represented here have such diverse job titles as: Benefits Specialist, Director of Purchasing, Education Coordinator, Executive Assistant, Executive Secretary, Executive Vice President, Office Services Manager, Personnel Manager, Production Control Manager, Section Chief, Senior Administrative Aid, and Senior Personnel Administrator.

This article, however, does contain information which provides a "first approximation" of salaries in the recreation field. *The Industrial Recreation Report — 1977*, currently in preparation, will provide complete and "clean" information concerning salaries of individuals who are engaged in employee recreation administration as a primary function. (For the contents of and ordering information regarding the *Industrial Recreation Report — 1977*, see inset.)

There appears to be no pattern to annual salaries on the basis of per cent of time spent on the recreation program. For example, those respondents who spend 25% of their time on the recreation program have median annual incomes of \$12,158.00; those who spend 50% of their time in this field have average incomes of \$19,649.00; and those who spend all of their time on the recreation program have average incomes of \$14,991.00.

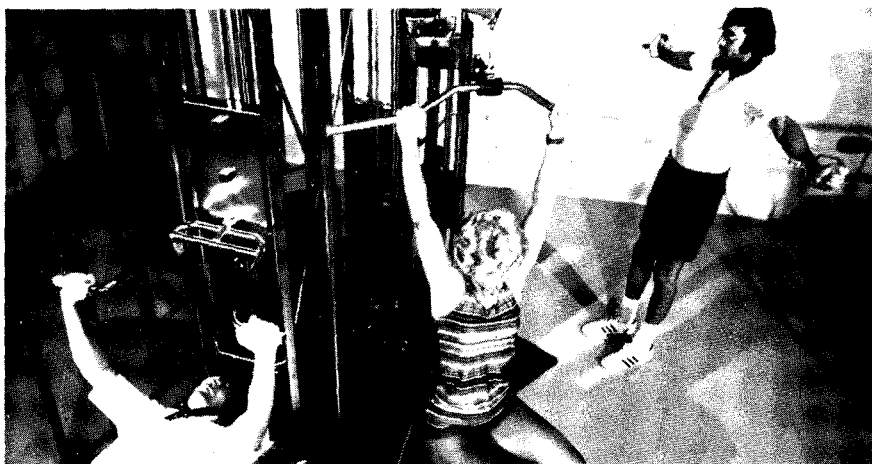
As might have been expected, average incomes vary directly with the level of administrative responsibility

in the recreation program. Those individuals with the highest level of administrative responsibility have average incomes of \$17,341.00. Average incomes decrease with fair

regularity to an average of

**continued  
on following page**

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Xerox. It's formalized, detailed—and it works.

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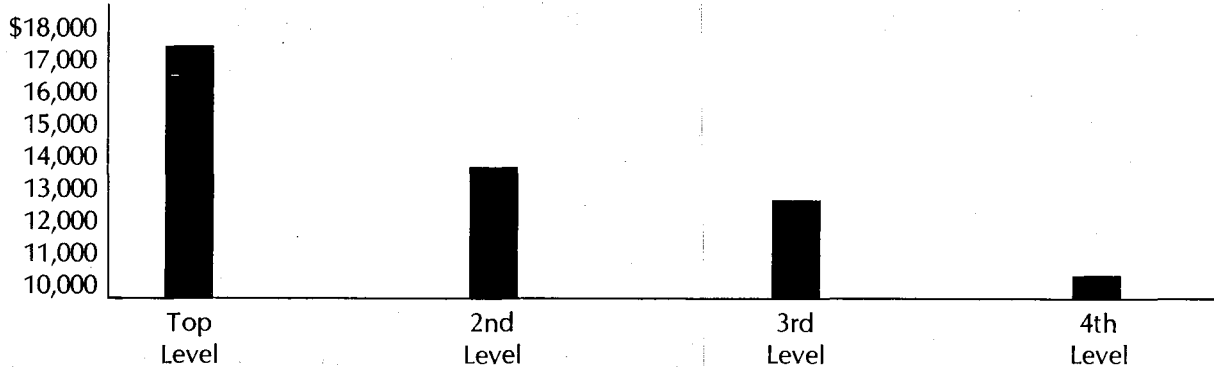
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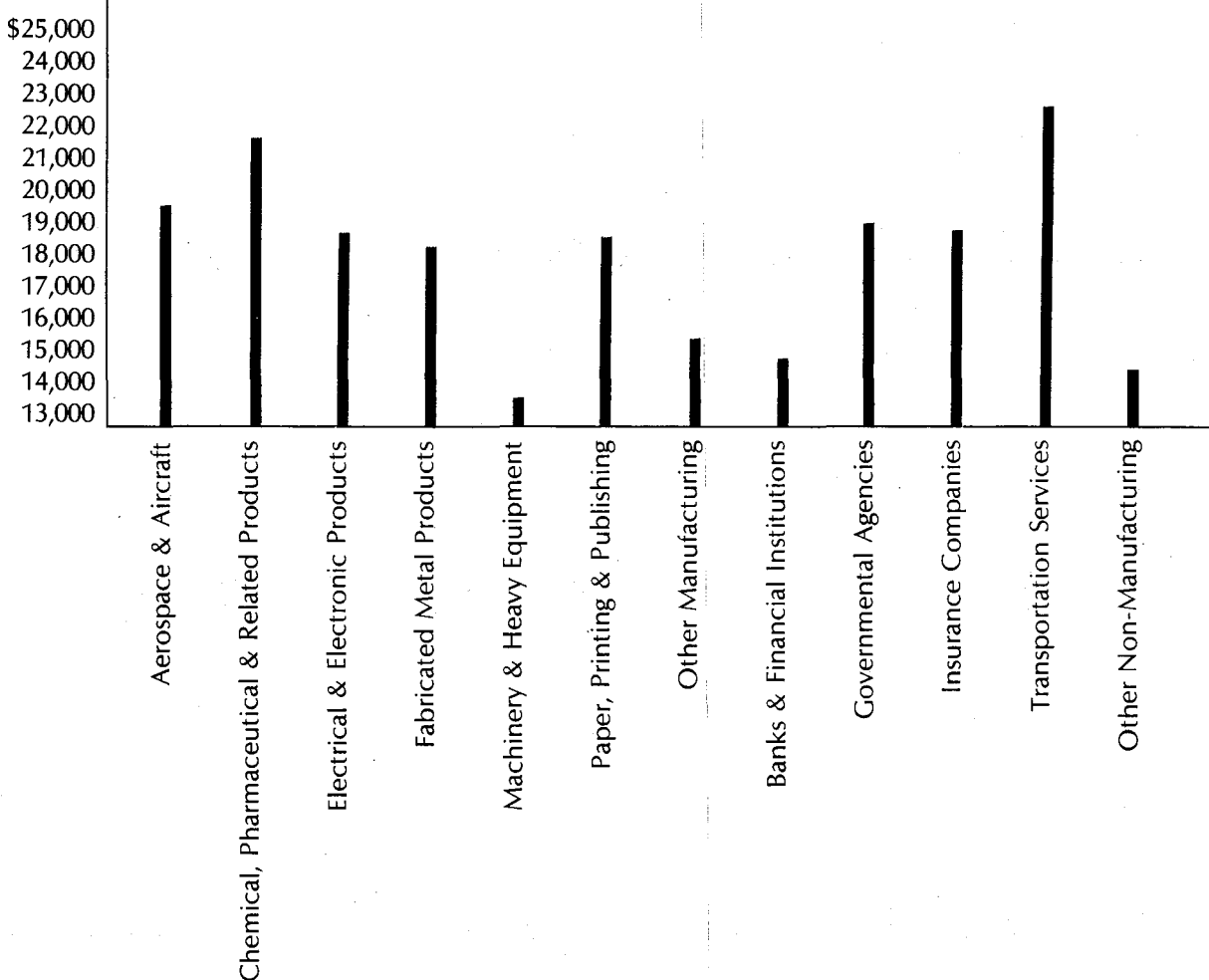
**Send to:** Marcy Gym Equipment Company, 1736 Standard Avenue, Glendale, California 91201, (213) 247-6611.

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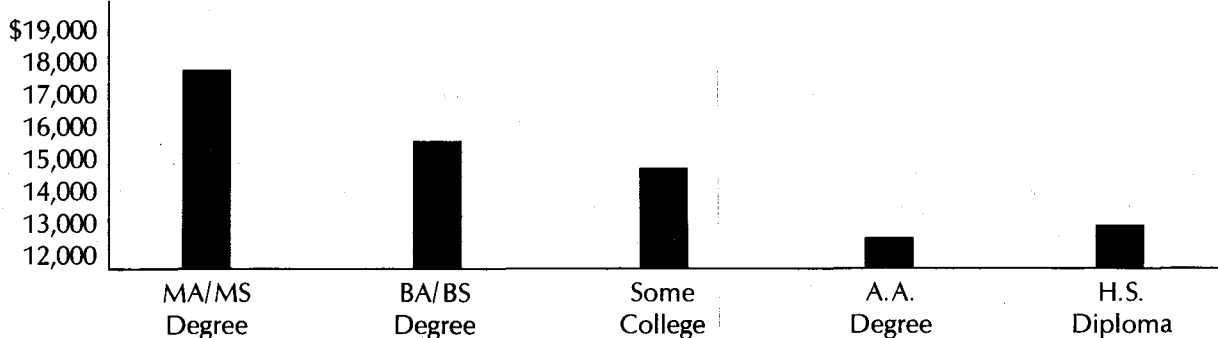
**Figure 1** Average (Median) Salary By Level of Administration Responsibility in the Recreation Program.



**Figure 2** Average (Median) Annual Salary By Type of Employer.



**Figure 3.** Average (Median) Annual Salary By Level of Education.



\$10,356.00 for those at the fourth level of administration in the recreation program. This is shown visually in Figure 1.

Among those at the highest administrative level in the recreation program, median annual incomes vary considerably from industry to industry. The highest average income occurred in the area of transportation services (airlines, boats and barges, railroads, trucking, and warehousing). The lowest was in the field of machinery and heavy equipment (other than electrical) manufacturing.

Naturally, the number of employees eligible to participate in the recreation program has a direct impact on the compensation of individuals at the top level of recreation administration. Average incomes range from \$13,715.00 annually for top-level recreation administrators whose programs are provided for 1,000 - 2,499 employees, and increases to \$22,100.00 for those whose programs are avail-

able to 10,000 or more employees. (See figure 2.)

Regarding income by level of education, there were very few respondents with either the MBA degree or a doctorate. Consequently, no data will be reported for these groups. For the remainder of the respondents, however, average incomes appear to be related directly to level of education. Those respondents who have a high school diploma but have not attended college have median incomes of \$13,020.00. In comparison, those who hold a master's degree have average annual incomes of \$18,000.00. Figure 3 presents income by level of education graphically.

Two-thirds of those with master's degrees reported college majors in the field of recreation or physical education; almost equally divided between the two majors. In comparison, only one-fourth of those with bachelor's degrees had majors in either recreation or physical

education. Almost as many have degrees in liberal arts or education. More than one-third have bachelor's degrees in fields related to personnel management or business administration. The remainder have majors in engineering, natural sciences, social sciences, etc.

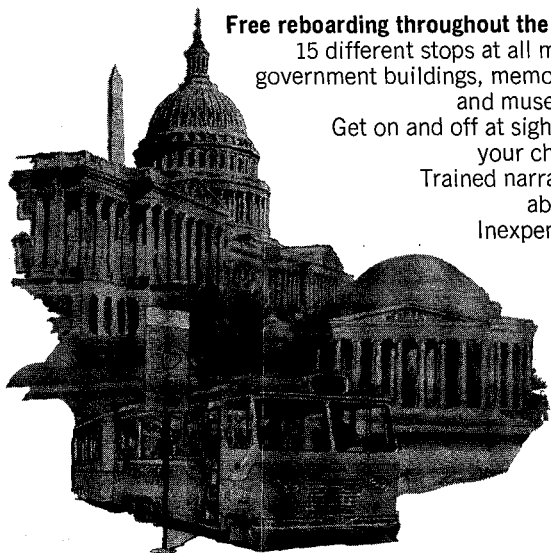
Income varies with fair regularity by length of experience in the field of recreation, physical education, and/or personnel management. Those with under one year of experience have average incomes of \$13,388.00. In comparison, those with thirty or more years of experience in these areas have average incomes of \$22,300.00. (See Figure 4.)

The respondents' length of employment with their present organizations was closely related to average income. Those who have been with their present employers for under one year have average incomes of \$10,645.00 while those

continued  
on following page

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## Member Survey continued

who have been with their employers thirty years or more have average incomes of \$20,200.00. (See figure 5.)

As my associates and I have found in many other studies of this type, the average income of individuals varies significantly by geographical area. This study has shown that this is equally true for individuals who spend all or part of their time in ad-

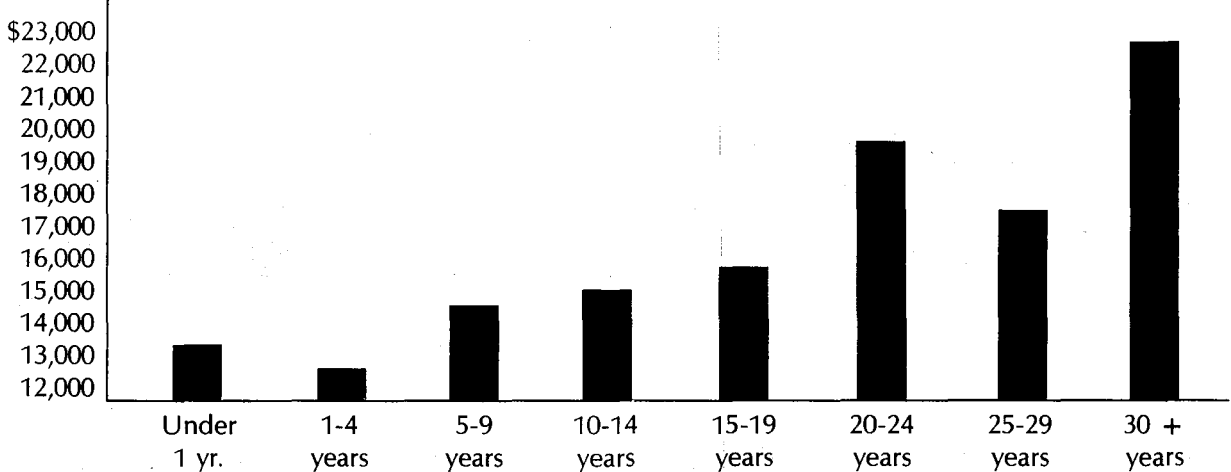
ministrating industrial recreation programs. Average incomes by NIRA region vary from a low of \$13,613.00 in Region 4 to a high of \$16,919.00 in Region 1. (Figure 6)

Dr. Langer will discuss the 1977 Member Survey at the 36th Annual NIRA Conference & Exhibit in Orlando, Florida. His educational session, entitled "Facts and Figures

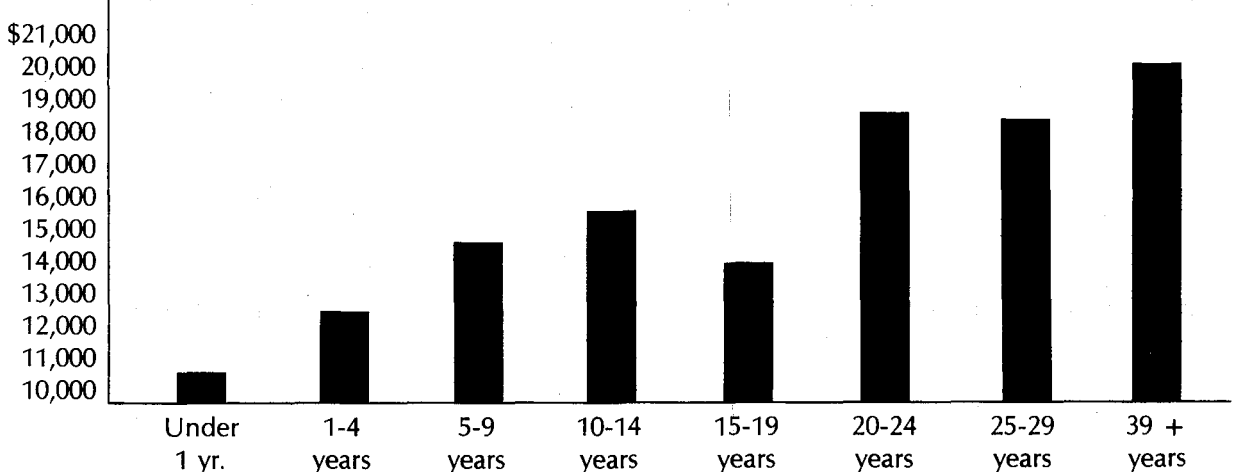
about Employee Recreation — Results of the 1977 Member Survey", will be held Monday afternoon, May 16.

**Steven Langer, Ph.D.** is a Registered Psychologist with over 20 years of experience in business, industry, consulting and academe. Previously a Visiting Professor of Management at Loyola University

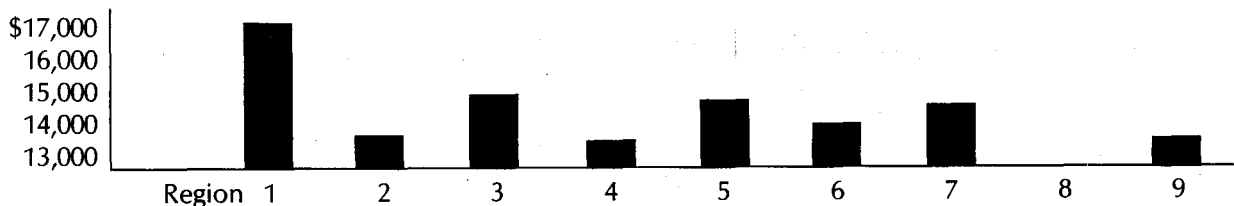
**Figure 4** Average (Median) Annual Salary By Length of Experience.



**Figure 5** Average (Median) Annual Salary By Time With Present Employer.



**Figure 6** Average (Median) Annual Salary by NIRA Region.







of Chicago and Community Professor of Behavioral Sciences at Purdue University, Calumet Campus, Dr. Langer is Managing Consultant of Abbott, Langer & Associates, consultants in personnel management and industrial psychology. He has directed and/or participated in a variety of surveys for such organizations as the American Institute of Industrial Engineers, the American Personnel and Guidance Association, General Foods Corporation, MBA Magazine, and many more. RM

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# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact William Ranney — (213) 764-0025.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except on November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 652-5000.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Will meet May 26, 1977. Meetings will be suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month; except for June 13. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

**Region II** plans a Conference, October 20-22, 1977 in Columbus, Ohio. Contact Edward Hilbert, CIRA — (614) 424-6336 or 424-5190.

**Region VII** will hold its annual Conference and Exhibit, September 8-11, 1977 in Phoenix. Contact Mary Smith — (602) 274-3645.

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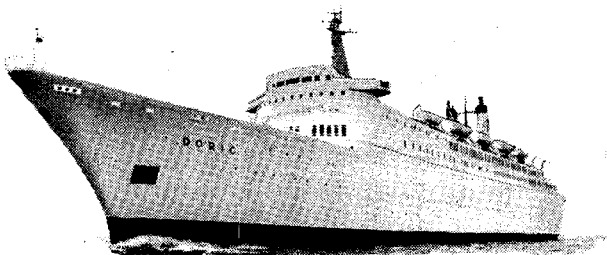
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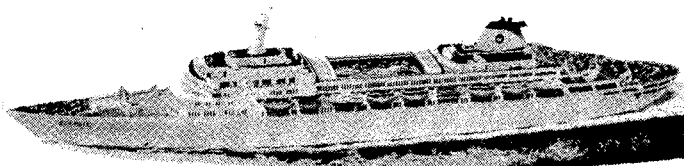
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## Zambia

### The unexplored travel destination

by Xen E. Vlahakis

**N**IRA's Travel Survey, reported in the February 1977 issue of *Recreation Management*, was of great interest to the Association's member organizations. As a purveyor of travel with the emphasis on adventure, I know I found it so. Although the Survey was compiled from a rather small sampling, a number of its findings did strike me as significant.

It is not surprising, for example, that the overwhelming portion of travelers headed for the Las Vegas "strip", the sunshine of Hawaii, or one of the many other attractions in the U.S. These tours were not only appropriate for the Bicentennial year, but also were undoubtedly in the "economy" or "moderately priced" categories.

It was disappointing to find Africa at the very bottom of the destination list. Only 80 out of a total of 21,514 reported NIRA travelers, or just .37%, visited the continent in 1976. Quite apart from the cost factor involved, which I will discuss below, the statistic did cause me to wonder whether recreation directors were missing an important sign of the times: the recent dramatic rise in interest in our relationship to the environment and the growing concern for the preservation and conservation of nature. I believe this concern is reflected in increased travel to Africa, at the expense of European destinations. It surfaces as a need to throw off the trappings of urban life and experience, however briefly, the simple, uncluttered basics.

As the world seems to shrink, its natural retreats diminish, even in Africa. Zambia is one of the few re-

maining spots on earth where one can truly be "re-created" by recreational travel. The country is unspoiled and uncommercialized. Its people are friendly, its climate excellent and its government stable. Among its attractions are the incomparable Victoria Falls and some of Africa's finest game parks. The parks are sanctuaries in philosophy and practice, not simply extensive zoos where the entertainment and coddling of visitors is paramount.

No matter how beautiful and exciting a destination is, however, its cost must be considered in travel programming. Getting there has always discouraged travel to Africa. However, I note that NIRA's Travel Survey respondents indicated a healthy 20% of their offerings could be considered "deluxe". Translate "deluxe" into dollars and I am sure that the price of an exciting, adventure-packed holiday in Zambia would be adequately covered, including air fare. This would have been true even before the recent devaluation of Zambian currency, which has stretched the travel dollar an additional 20%. It is possible for the vacation of a lifetime — and Africa is many a traveler's dream — to be a practical reality.

Except for our major cities, Lusaka and Livingstone, where we can handle groups of 100, Zambia is not prepared for mass tourism. We prefer groups of 40 or even less, enabling us to introduce our country on more intimate terms. A party of 40, for example, could settle nicely in the South Luangwa National Park, one of the finest on the continent, which is now open the year

around. We might even divide a group of that size into two parties and rotate them between two lodges. In the vast 15,500 square kilometer reserve, it is possible, but not probable, that one party might meet the other during their game-viewing expeditions.

There are two seasons in the South Luangwa, also known as the "Crowded Valley" for the quantity and variety of its game. During the "high" season, June through October, guests at the lodges may choose between the excitement of tracking game on foot or by open Land Rover. High adventure is in store for small groups of six to twelve on our Safari Trails which feature daily hikes into the most secluded animal habitats. (Here, I would like to remind recreation directors that groups of six are eligible for the GIT fare to Africa.) Safari Trails are also available at Kafue National Park, the second largest reserve in Africa, while larger groups can be accommodated at Ngoma Lodge, the park's fully catered facility.

November through May is the wet, or "green", season in the South Luangwa and, while the rains can be heavy at times, they are not constant. Game viewing goes on by Land Rover over the all-weather roads and game loops that radiate from the lodges. Those who know the Park believe it is at its most beautiful and appealing during this season. The earth is refreshed, the valley becomes green and fragrant, and the young are born while water and fresh fodder are plentiful.

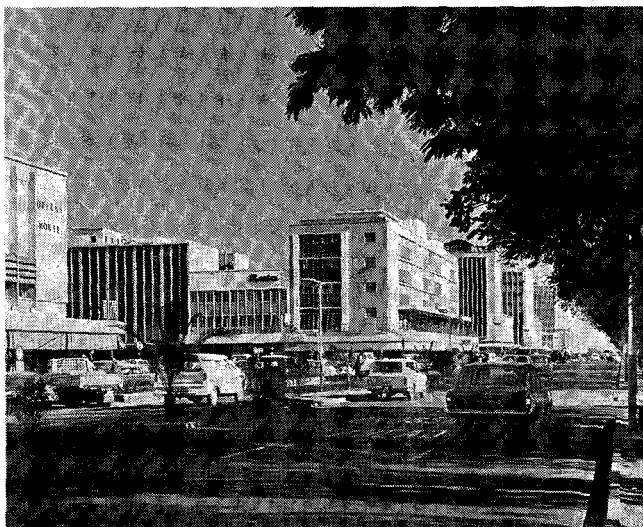
Tourism is a year-round activity elsewhere in Zambia, on Lake Tanganyika where the emphasis is on water sports and, of course, in Livingstone, the tourist capital of southern Africa. Here, in addition to the always spectacular Victoria Falls, we can offer many intriguing attractions, including cruises on the storied Zambezi River, visits to a working village, and a sampling of traditional Zambia as expressed in dances, crafts and architecture.

The NIRA Travel Survey revealed that a great many NIRA members rely upon travel agents and tour operators to assemble their travel packages. Quite apart from the fact that Zambia is a relatively unknown destination — and that is part of its appeal — recreation directors and their travel agents may be discouraged by the complexity of putting together an itinerary to Africa. They should not hesitate where Zambia is concerned. The Zambia National Tourist Bureau is the tour operator; no middle men are involved. A call to the Tourist Bureau can result in a tailor-made tour, designed for general or special interests. We will do all the work.

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**A Land Rover leaves the beaten path for a closer look at wild antelope.**



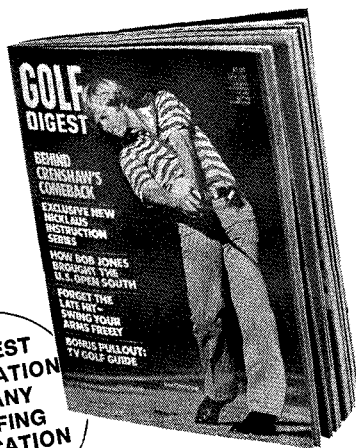
**Cairo Road is the main thoroughfare and commercial center of Lusaka, the Zambian capital city.**

NIRA members can reap the satisfaction of having presented a very special travel destination to their employees.

**Xen E. Vlahakis is the Tourist Officer/ North America for the Zambia National Tourist Bureau.**

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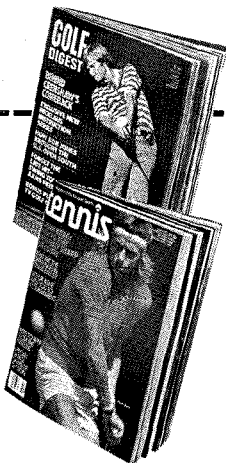
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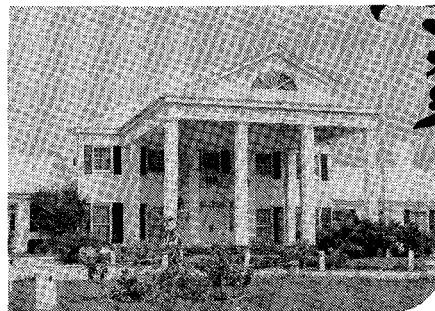
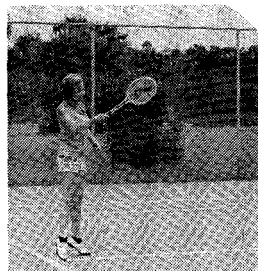
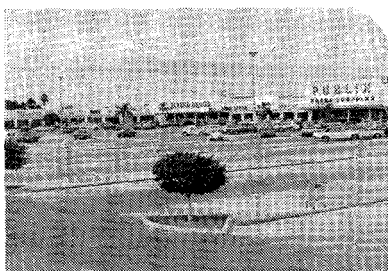


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# tournament news



by Stephen D. Waltz, CIRA  
Cummins Engine Company  
NIRA Vice Chairman  
Tournaments & Services

As I come to the close of my term as Vice Chairman of Tournaments and Services, I wish to thank those who have supported our efforts. **Pat Stinson**, as Director of Membership Promotion and Services, and I have had two good years together. Participation in the tournaments and services area has increased. Improvements have been made in several programs. More important than these is the fact that we have seen some new companies entered in our programs. This is what member services is all about. Without support from you, the members, we have nothing.

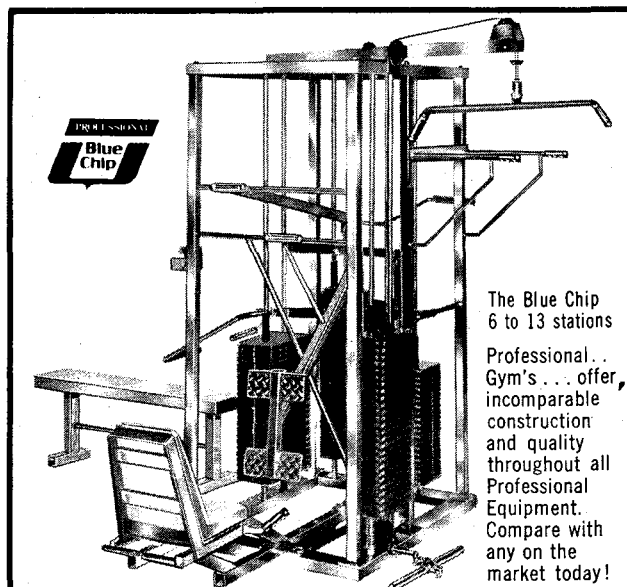
I feel confident that the in-coming Vice Chairman of Tournaments and Services will continue to pursue a rigorous program of activities for all NIRA members. I

hope that the support I enjoyed will continue for my successor.

## Fishing Contest

This year's NIRA Fishing Contest is under way. **Gene Miller, CIRA**, Michigan Bell Telephone Company, has agreed to coordinate the contest once again. Since entry blanks will be mailed in the near future, we felt that the changes in this year's program should be outlined. Most important of all is that a salt water fish category has been added. New entries in this area include sea bass, kingfish and flounder. Several changes have been made in the fresh water fish category, as well. Since white bass, smallmouth bass, brook trout and crappie categories drew few or no entries in the past two years, they have been dropped from the contest. Sturgeon and salmon have been added at the request of many participating companies.

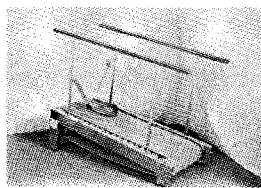
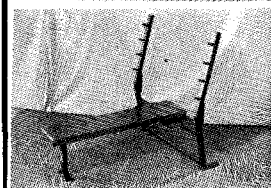
Gene predicts that this year's fishing contest will surpass last year's record of entries from 47 companies. Gene also reports that prizes will be donated by several fishing tackle manufacturers thanks to the efforts of the American Fishing Tackle Manufacturers Association. Each angler who enters the contest will receive a distinctive patch commemorating his or her entry. **RM**



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# The Plaza

## NEWSLETTER

Fifth Avenue  
at Fifty-Ninth Street,  
New York, NY 10019

### The Plaza Takes Henny Youngman—Please!



Dueling Fiddles: Henny Youngman takes on the Palm Court's George Cardini

Henny Youngman, King of the One Liners, the great comedian and violinist, doesn't stay at The Plaza because he lives a few doors down the street from the hotel. But he spends at least half his life in hotels—Henny last year worked over 200 different engagements all over the country in night clubs, country clubs, concert halls, at colleges, conventions, and even sales breakfasts—and when he's in town he likes to drop over to The Plaza in a neighborly way, just for fun and maybe to kibbitz a little. He says it's hard to hate any hotel once you've been soothed by a stroll through The Plaza.

"Cheer up!" Henny greeted a cheerful-looking J. Philip Hughes, general manager of The Plaza, on a recent stroll (Hughes was in the middle of one of his daily tours of inspection and was looking quite pleased at what he'd seen). "The last hotel I was in had a lovely room and bath," Henny went on. "They were in two different build-

ings. Two weeks ago I went to a hotel so exclusive room service had an unlisted number. The bell hops were tip happy in that place! I sent down for a deck of cards and the man made 52 trips. Then there was the honeymoon couple that checked into the Watergate in Washington. The wife said, 'I'm a little nervous, honey. Maybe the place is still bugged.' The husband looks in the piano, behind the drapes. He lifts up the rug. Aha! There's a round metal plate in the middle of the floor with four screws in it. He unscrews the screws, they go to bed, and in the morning when they go downstairs to check out the assistant manager says, 'Was everything satisfactory?' 'Yes, fine.' 'You liked the room?' 'Yes, very much.' 'Did you get the complimentary bottle of champagne we sent up?' 'Yes, why are you asking us all these questions?' 'Well, the couple downstairs complained the chandelier fell on them in the middle of the night!'"

#### THE PLAZA NEWSLETTER

SPECIAL SUMMER GUIDE ISSUE—  
JULY-AUGUST, 1977

J. PHILIP HUGHES Publisher  
MAL SEYMOURIAN Managing Editor  
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The Plaza Newsletter is published quarterly by The Plaza, New York, New York, in association with *The Real World*. Address all letters and inquiries to the Editors at The Plaza, Fifth Avenue at 59th Street, New York NY 10019. Copyright © 1977 The Plaza. Typesetting by Winson Graphics, Inc.

The last time Henny paid a call on The Plaza he brought his new fiddle with him—he wanted George Cardini, the master violinist who works the 4:30-9:30 early evening shift at the Palm Court, to test it out. "I'm like the little old lady who went to the doctor for an examination," Henny told George, who was taking a minute between sets and chatting with Mal Seymourian, The Plaza's director of marketing.

"I wanted to be a doctor," Mal said, "But I didn't have the patience."

"I'll tell the jokes," Henny said. "My doctor examined this little old lady and told her, 'Madam, that is the ugliest body I have ever seen.' She says, 'Frankly, that's what my doctor told me.' He says, 'What did you come to me for?' 'I wanted another doctor's opinion.'"

George picked up Henny's fiddle and—with Robert Skilling, his agile accompanist at the keyboard—played "Send in the Clowns." The violin had a nice tone and its sound filled the Palm Court. "Not a bad violin," said George, handing it back and picking

THE PLAZA INSIDER'S GUIDE  
TO 3 SUMMER DAYS IN  
NEW YORK CITY — PAGES 3-8

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up his own 1875 Italian violin. "A little duet?" he suggested.

Henny looked almost bashful. "We want Youngman!" Mal called.

"Just what they yelled in high school in Brooklyn," Henny said. "I was on the football team, only the coach would never play me. Finally, it's the big game, and I'm on the bench and we're behind and the crowd starts chanting, 'We want Youngman! We want Youngman!' The coach ignores them. We give up another touch-down. The crowd is screaming, 'We want Youngman. We want Youngman!' Now the coach turns to me. 'Okay, Youngman, go see what they want.' Who says I only tell one liners?"

Bob Skilling started playing "Smoke Gets In Your Eyes"—Henny's theme song. When Henny's working he holds his violin, and doesn't play it. Except at the end of his act when he starts in on "Smoke," plays four bars, and then looks up as if a thought had just struck him: "Folks, you wanta drive someone crazy? Send them a telegram that says, 'IGNORE FIRST WIRE!'" George Cardini looked at Bob Skilling and started playing "Smoke" himself.

Henny gave them each a hard look, then shouldered his fiddle and chimed in. The sound was unusual but not excruciating, and Henny got a big hand from the Palm Court crowd. "It's a hit!" he yelled. "The sound in this room!" he said to Mal Seymourian. "Incredible! It's a privilege to play in a beautiful room like this. There just aren't any rooms like this any more in any hotel."

Henny had a dinner date in the Oyster Bar with his friend Leonard Goldstein, president of Biddle Purchasing Co. Henny greeted the Oyster Bar captain—"Get me a table near a waiter, please"—and found Goldstein studying the menu. "There's no plot to it, Len," Henny said. "You got to order. Gendarme!"

"You mean 'garcon,' sir," said a waiter. "Gendarme means 'police-man.'"

"Right," said Henny. "There's been a holdup in my food. Not original—Goody Ace said it. Waiter—bring me a cup of coffee, but don't charge me. I like this place! I've been married 48 years. Where have I failed? People ask me the secret of our marriage. Twice a week we take time to go to a place like this. Good food, a little candle-light, attentive service. She goes Tuesdays, I go Fridays. Watch me drive

this waiter crazy."

Henny took a rubber stamp out of his pocket and stamped it on a paper napkin. The stamp said:

## CONGRATULATIONS

You have just found the lucky  
napkin good for one free drink.  
Redeemable with Bartender.

Henny gave the napkin to the waiter and asked for his drink. The waiter took it to the bartender; the bartender called over the captain. The issue had to be resolved by Mal Seymourian.

The waiter brought Henny a bowl of seafood stew full of tidbits of crab and lobster and scallops and oysters. "Mmm-mmm-mn!" he said, tucking into it. "Real bad! Do you think that bartender will recover from the napkin? I was in a hotel down in Florida where they caught the bartender stealing. He'd take in a dollar, put half a dollar in the register and half a dollar in his pocket. Same thing next drink: half a dollar in the register and half a dollar in his pocket. The third drink he keeps the whole dollar. The manager walks over and says, 'What's the matter? Aren't we partners any more?'"

Sonia Moskowitz



Henny Youngman in the Palm Court

Henny polished off a broiled Maine lobster and called for his check. "Who do you have to know to get out of this place?" he asked the waiter. The waiter brought the check. "Who ordered tax?" Henny asked, looking it over. "Well," he said, "time to leave. If I'm not in bed by 11, I go home. Before I go, I have a message for all parents in the room. Is your teenage son or daughter out for the evening? If so, take advantage of the opportunity. Pack all your belongings and move to The Plaza, but don't leave a forwarding address. I love this hotel! The Plaza's the only elegant place we've got left."



## The Plaza Insider's Guide to 3 Summer Days in New York City

By TONY HISS

We New Yorkers haven't spread this news around before, probably because it's the one secret we've got left, but summer is the time to do this town right and get the most out of it, and the reason for this is a nice one: New York in the summer is a vacation. Which means that everything happens, just like always: the actors perform, the big stores sell, the little stores sell, the museums exhibit, and people go about their business. The city slows down, puts on comfortable shoes, either loosens its tie or discards it altogether, and for the most part moves outdoors until after Labor Day. The New Yorkers who've never really liked the city anyway get out of town, which means there are more taxis, more theater tickets, more attention from salespeople, and emptier museums and enough vacant saddles on the horses in the carousel in Central Park.

Take this guide with you and you won't have to waste a minute, because we've listed everything we like to do in the town every summer when we've got the burg to ourselves. Now that you're almost here: Welcome to New York!

### Getting Acquainted

The only advantage New Yorkers have over out-of-towners is a sense of their city. So the most sensible and enjoyable way to begin three days in New York is to survey your domain. As soon as you've checked in:

- Check your shoes. New York is a

town for walkers, and comfortable shoes are a necessity. This means low heels for women, and men in a pinch should hotfoot it immediately to F.R. Tripler's at Madison Ave. and 46th St. and buy a pair of **After Six "After Hours."** They're made of glove leather and need no breaking in. For women: **Clark's Playtrek sandals**, available at Coward's, 1930 Broadway.

- The dress code in any Manhattan Summer these days is casual slacks and sport shirts for men and a comfortable dress or pants outfit for women. You don't need a tie to see a show or a statue or get a meal. Evenings can get cool, especially near the water, and especially in August, so a light wrap's in order. At night you can stay with what you wore in the day or you can put on the Ritz.



- Buy a copy of the current **New Yorker** in the newsstand in the 59th St. lobby of The Plaza, and check their "Goings On About Town" section,

which has complete, authoritative and generally reliable listings of whatever the town's talking about and offering that week.

- Stroll out of your hotel room down Fifth Ave., which now has more high fashion Italian shops than the Via Veneto, zoom to the top of the **Empire State Building (K)**, still the tallest building in the world in the hearts of New Yorkers. Look down where the seagulls are flying. The buildings aren't all that big, and everything's laid out in squares, for easy reference: The long green rectangle to the north is The Plaza's front yard—Central Park. The crystal and granite toy blocks to the south make up Wall Street and the financial district. Look out and around: the rivers that define the island are near at hand: Manhattan isn't all that big—there are four miles of it to the south, eight to the north, a mile and a half or so on either side. The streets run east and west, the avenues go north and south, and Fifth Ave., the one you're already on, divides east from west. The light and color in New York City can be either subtle or smashing—ask any photographer or painter. Whoops, there goes another 100 kilowatt secret.

A mini-vacation in New York is a chance to do everything you wanted to by taking it easy. You go back home refreshed, and you don't spend more than you would another time, because prices don't go up, and various of the most important prices dip.

A large number of rooms at The Plaza will be \$36 a night for singles, \$44 a night for doubles and \$92 for suites in July and August—down from the in-season rates of \$45, \$55 and \$115 a night. And everything else at The Plaza will stay the same: celebrities are checking in and out of rooms and suites; the Oak Bar's open; the Edwardian Room's open; the Palm Court's open and the violinists are on duty (George Cardini and his pianist, Robert Skilling, start playing everything from "The Way We Were" to "Wien, Wien" at 4:30 in the afternoon; Ernest Schoen takes over at 9:30, accompanied by Julius Kuti.); the Oyster Bar's shucking oysters and broiling lobsters; Trader Vic's got 71 tall, cool, tropical drinks; and room service is still available 24 hours a day, even on the 4th of July.

By the way, the weekend of the 4th's going to be wonderful. The city will

*Tony Hiss's latest book is "Laughing Last," published a few months ago by Houghton Mifflin.*



be staging the *New York Harbor Festival* (K), better known as *Op Sail 2*. On Saturday, July 2, *Op Liner 1977* will present a full dress Hudson River parade of 7 ocean liners escorted by hundreds of small craft and the city fireboats in full salute pumping jet fountains from their nozzles hundreds of feet in the air. The next day, Sunday, July 3, there'll be a sail parade of some 20 brigs and barques up to 150' long down the East River (best viewing spot in town: the Brooklyn Heights Esplanade—just over the Brooklyn Bridge from Manhattan). Again: a giant escort for the sail ships. Every yacht club in the area is sending all its small boats. Then on Monday the 4th, 1000 sunfish—the little 13' 10" racing boats—will race from the Statue of Liberty 5 miles up the Hudson and back. There will also be a free concert in Battery Park at the foot of Manhattan Island and street festivals near the South Street Seaport under the Brooklyn Bridge.

- You've been on top of it, now go around it. **Circle Line** boats (K) leave regularly from W. 41st St. and the Hudson River starting at 9:45 every morning, and in three sea-breeze-cooled hours completely circumnavigate Manhattan (\$5.00 for adults; \$2.50 for children under 12). You find out where everything's stored in New York. You glide past the World Trade Center towers, the United Nations, Gracie Mansion, the eighteenth-century farmhouse where our Mayors live, a little red lighthouse, and the forest where the Manahatta Indians once spent their summers.

- **The Staten Island Ferry** (K) is the cheap version of the Circle Line (round trip from South Ferry, at the southern tip of Manhattan, to Staten Island and back: 25¢). One ferry is called the Cornelius G. Kolff. There's no reason to get off on Staten Island except to board the next ferry back to New York. You get 20 minutes to and 20 minutes fro of open water and temperatures 10 degrees lower than on land as you watch lower Manhattan shrink to postcard size and then expand to life-size again. You also get a close gander at the Statue of Liberty.

- **The World Trade Center**, the twin buildings downtown that claim to be taller than the Empire State Building, has an open-air observation deck 112 stories above the city. The highlight of the deck is the carefully preserved chalk signature of Phillippe Petit, the French aerialist who sneaked up and shot a rope between the two towers

with a crossbow and then skipped across it, awing the lunch-time crowds below. Trade Center authorities had Petit arrested when he came down and later decided to preserve his John Hancock when they discovered everyone thought he was a hero. Several floors below the observation deck is the bar of **Windows on the World Restaurant**. Here you can have a drink, nibble hot hors d'oeuvres, look down at the town like a seasoned New Yorker and have a fine time.

## Getting Around

Cars in New York are like pedestrians in Los Angeles—a nuisance. You can spend 3 days looking for a place to park, or you can garage the car and have 3 days for yourself. ("I saw a man lying in the street. I asked him, 'Can I help you?' 'No, I just found a parking space and sent my wife to buy a car.'"—Henny Youngman, veteran New Yorker.)



Sonia Moskowitz

Most of what you want is always within walking distance, and in the summer the only assistance you'll need along the way is provided by small carts at major intersections selling Italian ices (K)—paper cups filled with mounds of shaved ice in sweet but thirst-quenching flavors: chocolate, raspberry, and lemon.

A few words about the choicer alternatives to anking in Manhattan:

- **TAXIS**. Taxi drivers are decent fellows (and gals). The few who are garrulous were made that way by James Thurber, who once wrote a piece saying that all New York cabbies are philosophers. The silly ones believed this. Cabs are for hire if the word TAXI in the middle of the sign on the roof is lit up. They will pass by if the words OFF DUTY or ON RADIO CALL on the sign are also illuminated—they're either going home or have another job. Tipping is part of the fare, cab drivers expect a quarter tip for every dollar on the meter. If you offer them substantially less than this they will not be philosophical. To hail a cab, make yourself visible, wave

your arm, and don't be afraid to shout (either "Taxi!" or "Yo!" will do). Taxis roam the streets of New York continuously at all hours; they're all painted bright yellow; the nicest cabs are the big ones with the rounded, blown-up-balloon outlines. These are the Checker cabs—they have big back seats and two little foldaway jump-seats (K) and can seat five pleasantly.

- **DOUBLE-DECKER BUSES**. Eight of these brand-new air-conditioned British beauties service The Plaza on their way down Fifth Ave. (50¢, exact change, please). Ascend the stairwell in the middle of the bus, and if the front seat on the upper deck, the best seat in the house, is occupied, head for the surprisingly neglected second-best, the back seat (K).

- **AERIAL TRAMS**. These even grander-new Swiss cuties (K) swoop across the East River from 59th St. and 2nd Ave. to Roosevelt Island, the new city within New York (the ride's 50¢, just like a bus). Be sure to stand near a window, because you're about to ascend 30 stories in fewer seconds. The one thing to see on Roosevelt Island is Manhattan.

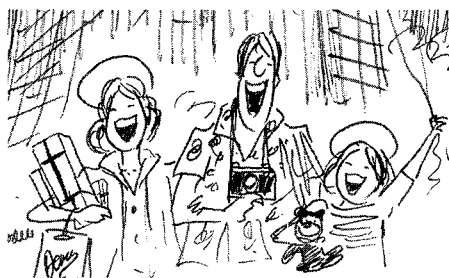
- **SUBWAYS**. The subways never stop running, but when you come to town for only a few days it makes sense to spend your time on the surface—unless you're taking yourself out to a ball park. The BMT subway does stop directly under The Plaza—the entrance is about 20 steps from the Central Park front door. It connects quickly to all other lines (at Times Square and 34th St.); the front desk has free full-color maps of the entire city subway system.

- **HANSOM CABS**. These horse-drawn cabs tether outside The Plaza. Their normal route is a 20-minute slow trot through Central Park and back to The Plaza (\$20 for up to 4 people). (K) For a negotiable fee, however, the hackies will take you anywhere you like. If the moon's out, there's nothing like a hansom cab in Central Park on a summer night.

- **BIKES—AND MOPEDS**. Two-wheeling is the best transportation of all on a summer weekend: you can see better and there's always a little breeze in your face. Central Park is available to bikers 7 days a week, and on a Sunday, midtown and the canyons of Wall St. are almost empty of cars and open for exploration. Mopeds are the new gizmo in town—they were legalized here last December.

(Continued)





## The Plaza Insider's Guide to 3 Summer Days in New York City (Continued)

They're cute, they're well-balanced, they're comfortable, they go up to 17 mph—and you don't need a license or a helmet, and the cops can't even give mopeds parking tickets. Three-speed bikes and Bianchi mopeds are both available a block-and-a-half from The Plaza: at **Le Petit Rent-a-Bicycle**, 213 W. 58th St., the only bike shop in the city to occupy a landmark building. Not only that, it was once robber baron Jay Gould's carriage house; it was built by Stanford White, New York's second best architect (next to Henry J. Hardenbergh, who built The Dakota and The Plaza); and E.M. Frimbo, world's greatest train buff, once lived upstairs. Three-speed bikes go for a buck-seventy-five an hour (\$6 for the whole day); the mopeds are \$6 an hour. Open every day from nine in the morning until dark.

### Kids

The (K)'s in this guide are tip-offs to pleasures for kids that adults will also get a kick out of, and you'll find (K)'s scattered around every section of our notes.

Central Park is full of special things for kids:

**Pony rides.** A couple block north of The Plaza, ponies haul carts of thrilled tots around an oval track.

**Central Park Zoo.** The sea lions have an outdoor condominium in the center of the zoo, which is just north of the pony rides. If you bark at them they'll bark back. Patty Cake, the famous baby gorilla, is almost an adolescent now, but still a pretty thing. The Daily News, the newspaper which sponsored a contest to name her when she was born, presents her with a banana-topped birthday cake every year. She pats it and eats it. There's an opaque pool of water that in summertime often shows only two eyes and two nostrils above the surface. They belong to a happy hippo. There's an outdoor terrace for snacks just outside of barking range

from the sea lions.

**Rowboats.** The Lake in the Park, northwest of the zoos, rents rowboats by the hour all summer.

**Carrousel.** A good one with a real calliope and horses that prance. It's on the west side of the park, south of The Lake.

**Hayden Planetarium,** at Central Park West and 81st St., is an adjunct of the **American Museum of Natural History**, itself another major K place (it features dinosaurs, a life-sized replica of a diving blue whale, the largest and most endangered animal in the world, Mayan treasure, and exhibits with films that kids love because it's just like watching TV).

Meanwhile, elsewhere in Manhattan you can find:

**Intelligent Chickens.** On Mott St. in Chinatown is the **Chinese Museum**, actually an arcade, the home of New York's two most unusual chickens. They both work for chicken feed—a quarter a throw. One plays games of Tic-Tac-Toe against you and is unbeatable. It's been interviewed on TV. The other one dances. When you put a quarter in the slot, it walks from one glass case into another, turns on its music ("Turkey in the Straw"), and hops from one foot to another. Then you get a fortune, and the chicken gets some grain. The Museum substitutes a back-up chicken every other day so the dancing chicken won't get too fat.

The **South Street Seaport** (at the East River and Fulton Street) is real live history that a kid can scramble and clamber over, see, feel, touch, and almost take the helm of, sitting right under the shadow of the Brooklyn Bridge. Docked and waiting for his command, shipshape one and all, are the **Peking** and **Wavertree**, 19th century oceangoing squareriggers, the **Ambrose Lightship**, which formerly guided ocean liners as they eased into New York Harbor, and an old Gloucester fishing schooner, the **Hayward**.

A whole Seaport neighborhood has been reconstructed, including a countinghouse, warehouse, sailor's hotel and print shop. In the old **Fulton Fish Market** vendors sell chowder, spices, pottery, and knickknacks. And for a very special treat, a 100-foot-long schooner dating from the 1860's, the **Pioneer**, departs under full sail twice a day on a three-hour excursion through the Harbor (\$12 for adults, \$6 for children, and well worth it; 3 trips on Saturdays; 766-9076, for reservations).

**Toys.** **F.A.O. Schwarz** (catty-corner from The Plaza, at Fifth Ave. and 58th St.) is the Bergdorf Goodman and Bloomingdale's of toystores. Earl Mountbatten of Burma, for instance, shops there for his grandchildren. It has a fine collection of stuffed animals, among millions of other goodies, and play areas for kids. **Polk's Hobbies**, 314 Fifth Ave., at 32nd St., has five floors mostly filled with exquisite, intricate models and kits. The **Model Railroad Equipment Corp.** at 23 W. 45th St., has the works—over 60,000 different pieces of equipment. The **Soldier Shop, Inc.**, 1013 Madison Ave., is tops for lead soldiers, and **The New York Doll Hospital**, 787 Lexington Ave., near Bloomingdale's, provides emergency room service for Barbie, Raggedy Ann, et Alice, and buys and sells antique dolls. **Second Childhood**, 282 Bleecker St. in Greenwich Village, specializes in antique toy trains. And, the **Federation Trading Post**, 210 E. 53rd St., sells Tribbles, Spock Ears, and Star Fleet Commissions.

**Relief.** At dinnertime, you can park the half-pints with their new Spock Ears in front of the TV, put on your finest, and go out on the town—just by going downstairs. The Plaza's Edwardian Room can now offer you a five-course feast complete with carafe of wine for \$14.00 a person. You can check on the kids upstairs by asking the captain to install a phone at your table.

### Picnics

Room Service at The Plaza will be happy to pack a hamper full of treats for you to tote to any of several eminently picnicable glens and groves. You can dine in the Sheep Meadow (in Central Park, west side, near The Lake) during a free evening performance by the **New York Philharmonic** or the **Metropolitan Opera**, or in the shadow of Belvedere Castle while waiting to see free **Shakespeare-in-the-Park** (also on the west side, near 79th St. and the Museum of Natural History). Or nibble while admiring the Hudson Palisades from Ft. Tryon Park after a visit to the Cloisters, a serene, secluded bit of Twelfth-Century France—and home of the unicorn tapestries—accessible by the No. 4 double-decker bus. Or picnic while sailing up the majestic Hudson Valley on the **Dayliner** (K), a large, modern cruise boat that departs from the Circle Line pier every day at 10 A.M. and floats you up to West Point—you can visit it at your leisure—and back in six hours.

## Shopping

We've put together a list of pleasant, useful and/or amazing items for sale in New York. Summer's a great time to shop in New York—inventory sales, the new fall merchandise, air-conditioned stores, and uncrowded aisles all add up to a shopper's paradise.

New York has department stores that stock an astounding and tasteful variety of merchandise. In **Bloomingdale's** you can bump into royalty, movie stars, and sheiks roaming through ten floors of high-status stuff. **Bergdorf Goodman**, across the street from The Plaza, is even more outrageously chic. Don't miss either of these bazaars. Down on 34th St., at Herald Square, there's **Macy's** (check out the linen department on the 6th floor and the Cellar for gourmet cookware, stationery).

You can buy a profusion of everything from everywhere, and for anyone, in New York. To wit:

**Expensive gold cowboy boots:** Fiorucci's, 125 E. 59th St.

**Fanciest chocolates:** Godiva, 701 Fifth Ave., or Perugina, 636 Lexington Ave. (K)

**Best coffee beans:** Zabar's Gourmet Foods, 2245 Broadway, between W. 80th and W. 81st Sts., is the only store in New York City that sells Jamaica Blue Mountain coffee, the best coffee in the world.

**Neon necklaces (K):** these are small plastic necklaces filled with an incandescent green liquid which first appeared locally last summer.

**Best collection of exotic costume jewelry:** Shop-in-the-Subway, on the northeast corner of Lexington Ave. and 86th St. in the underground passageway of the IRT subway. Pretty things, cunningly wrought, from all over the world.

**Thrillers:** Murder, Inc., Bookstore 271 W. 87th St.

**Other worlds:** Science Fiction Shop, 56 Eighth Ave. in the Village has every S.F. title in print. (K)

**Best-priced cameras and film:** Forty-seventh Street Photo, 67 W. 47th St.—everything in stock is only a little above wholesale.

**Previously-owned minks:** The Ritz Thrift Shop, 107 W. 57th St.

**Classiest men's shirts in the world:** Pec & Co., 45 W. 57th St., the only made-to-order shirtmaker who can run up a shirt that fits you perfectly all over with only one fitting (minimum order: 3 shirts, but they will make an initial shirt for your ap-

proval; \$56 per shirt and up, but they last for five years).

**Largest selection of video games (K):** TV department, Bloomingdale's, Lexington Ave. and 59th St.

**Men's haircuts:** Chuck Conklin, 141 E. 57th St., 593-1779, serves wine while styling hair to fit the shape of your head.

**Women's haircuts:** The beauty salon at Lord & Taylor, 38th St. and Fifth Ave.

**A new and beautiful face:** Georgette Klinger, 501 Madison Ave., 838-3200, is a cool, elegant salon where you can get a soothing facial, a massage, a shampoo and hair cut, a makeup lesson, and special consultation for teenage skin problems. There's also a men's salon for skin and hair care. Call ahead.

**A cake in the shape of anything you wish:** Call Stephanie of Creative Cakes, 794-9811. She's sculpted tasty confections in the shapes of cars, typewriters, people, dogs, beds, etc.

**Tasteful browsing:** Rizzoli International Bookstore, 712 Fifth Ave., at 56th St.

**Discount cigarettes:** Fun City Shops, many locations in Manhattan.

**Relaxed smoke shop:** Pipe & Pouch Smoke Shop, 575 Madison Ave., bargain prices on superior briars and friendly service.

**First discount gourmet shop in New York:** Spice Market Inc., 265 Canal St. Large, good selection of spices, cookware, and gourmet foods, at low prices; they also have the Time-Life Foods of the World cookbooks for \$6 a volume.

## Sports

This means mostly baseball, the one game we seem to be good at in town at the moment. The **All-Star Game's** at the all-new Yankee Stadium on Tuesday, July 19th.

**BASEBALL SCHEDULES:** 1976 American League pennant-winner **Yankees (K)** will play Detroit at the Stadium July 1st at 8 PM, July 2nd at 2 PM, and a double header on the 3rd at 2 PM. Other summer home games:

Yanks vs. Cleveland: July 4-7 (all night games: 8 PM game time)

Yanks vs. Milwaukee: July 21 (twi-nighter; first game at 5:30).

July 22 (8 PM)

July 23 (2 PM)

Yanks vs. AL West champs Kansas City Royals: July 24 (2 PM), July 25 (8 PM)

Yanks vs. arch-rival Baltimore Orioles: July 26-27 (8 PM), July 28 (2 PM)

Yanks vs. Oakland: August 10 and 11 (8 PM)

Yanks vs. California: August 12 (8 PM), August 13 and 14 (2 PM)

Yanks vs. Bill Veeck's Chicago White Sox: August 15 and 16 (8 PM)

Yanks vs. Minnesota: August 24 and 25 (8 PM)

Yanks vs. Texas: August 26 (8 PM), August 27 and 28 (2 PM)

Yanks vs. Seattle Mariners: August 30 and 31 (8 PM)

Yankee Stadium was reopened last year after 3 years and, officially, \$83,000,000. It's now a beautiful stadium, and every one of the 57,000 royal blue seats offers unobstructed, unimpaired, and impartial views of the field. (Box seats: only \$6.00; reserved seats: \$4.50.)

Out in Queens, Shea Stadium, the other Stadium, is the home of the hapless New York Metropolitan Baseball Club, Inc., to wit: **The Mets (K)**. The Flushing Line subway goes straight to Shea—you can pick it up at Times Square, 5th Ave. at 42nd St., and Grand Central Station, but for a seat always board at Times Square, the terminus. Shea's a mammoth stadium with good sight lines, a superior organist, Jane Jarvis, and cheaper eats than at Yankee Stadium (cheaper seats, too: box seats—\$5; reserved seats—\$3.50 and \$4.50). The Metsie's home games this summer:

Mets vs. Montreal: July 8 (8:05 PM—the Mets give you an extra 5 minutes to get settled), July 9 (4:05 PM—don't ask us why), July 10 (2:05 PM)

Mets vs. Chicago: July 12 and 13 (8:05 PM), July 14 (2:05 PM—a Bastille Day Singleheader)

Mets vs. Pittsburgh: July 15 (8:05 PM), July 16 (4:05 PM—another one), July 17 (2:05 PM)

Mets vs. San Diego: July 29 (8:05 PM), July 30 (4:05 PM—here we go again), July 31 (2:05 PM)

Mets vs. Los Angeles Dodgers, formerly Dem Bums: August 1 and 2 (8:05 PM), August 3 (2:05 PM)

Mets vs. San Francisco Giants, formerly the Gints: August 5 and 6 (8:05 PM)

Mets vs. St. Louis: August 7 (2:05 PM), August 8 and 9 (8:05 PM), August 10 (2:05 PM). (These may be the days Lou Brock breaks Ty Cobb's all-time basestealing record)

Mets vs. the World Champion Cincinnati Reds: August 19 (8:05 PM), August 20 and 21 (2:05 PM)

Mets vs. Houston: August 22 (8:05 PM), August 23 (2:05 PM)

*The Plaza* New York

## SPECIAL 20% REDUCTION ON SELECTED ROOMS

Make business or pleasure more enjoyable by experiencing New York's grandest hotel at substantial savings. From July 1st through September 5th, single rooms that are normally \$45 are only \$36, double rooms normally at \$55 for two are only \$44. Suites that are \$115 per day are just \$92. No charge for children under 19 in same room with parents.

Indulge yourself and your family for a week or weekend. Central Park is our front yard. Ride in horse-drawn carriages, see a Broadway show, attend Carnegie Hall or an activity at Lincoln Center... all within easy strolling distance. The Plaza is New York. For reservations call toll-free 800-228-3000 or ask your travel agent about Plaza package plans.

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**TENNIS:** New York's pro tennis team has Billie Jean King, Virginia Wade, Sandy Mayer, and a new name—the **New York Apples** (last year they were the Sets, rhymes with Mets, Jets, and Nets, three second division teams; also rhymes with New York Bets, team name of New York's Off-Track Betting Corp., and with New York Debts, Mayor Beame's softball team). The Apples play the bulk of their home games in Madison Square Garden, at 7th Ave. and 32nd St., either in the big arena or in the adjunct Felt Forum, which you enter from 8th Ave.

Prices are \$10, 8, 6 and 4; game time's always 7:30 PM:

Apples vs. Golden Gaters (Felt Forum): July 13

Apples vs. San Diego Friars (Felt Forum): July 15

Apples vs. Boston Lobsters (Felt Forum): July 22

Apples vs. Bjorn Borg's Cleveland Nets (Madison Square Garden): August 2

Apples vs. Soviet Union (Madison Square Garden): August 8

Apples vs. Boston Lobsters (Felt Forum): August 11

**GOLF:** The **Westchester Golf Classic**, one of the richest and most prestigious stops on the PGA tour, featuring all of the game's top players, takes place in Rye, N.Y., just barely beyond the city limits and City Island, at the Westchester Country Club from July 14-17.

### Out on the Town

There's always something delightful to do in New York, whether it improves your mind or tickles your fancy, or both. So here are 3 days' worth of fun.

**MUSEUMS:** "The Plaza Discovery," one of The Plaza's Fun Way packages, includes free admission to the Guggenheim Museum and either the Metropolitan Museum of Art or the Museum of Modern Art.

**METROPOLITAN MUSEUM OF ART**—Fifth Ave. at 82nd St. TR 5-5500. The shows this summer include a magnificently large Degas show which includes a number of Japanese prints Degas collected and photographs he took as studies. Both the prints and the photos, interestingly, use space the same way: they just slice things off arbitrarily at the edges, and if you look at them as you look at the paintings, you can see enjoyably how Degas learned to paint. Also on view: "Liberty or Death," a display of arms used in the American Revolution; and here's your chance to see ex-*Vogue* editor Diana Vreeland's celebrated

"Glory of Russian Costume" show, which has been so jammed all spring very few New Yorkers have seen it yet. The big surprises here: Catherine the Great's wedding dress with a 17" waist (that's an inch smaller than Scarlett O'Hara); Peter the Great's size 13 boots; and the peasant costumes, extremely colorful.

**MUSEUM OF MODERN ART**—11 W. 53rd St. 956-6100. The collection of Ambroise Vollard, a celebrated art collector, dealer and connoisseur who commissioned a set of Picasso etchings.

**GUGGENHEIM MUSEUM**—Fifth Ave. at 89th St. 860-1300. This is the museum that's the gift to the city from The Plaza's great fan, Frank Lloyd Wright. The summer show is a selection from their permanent collection of 20th century masters.

**FRICK MUSEUM**—Fifth Ave. at 70th St. 288-0700. The permanent collection, which includes a couple of stunning and incandescent Vermeers flanking a fireplace and a raft of Rembrandts. The big summer attraction here is the lovely pool in the covered courtyard—a perfect place to collapse on a bench and take five.

**THEATER:** Everything's on, but the one not to miss is **A Chorus Line** (Shubert Theater, 225 W. 44th St. 246-5990. Mondays through Saturdays at 8. Matinees Wednesdays and Saturdays at 2.) Still the best musical on Broadway. Winner of 9 Tonys, and the first musical to win a Pulitzer Prize since **How to Succeed in Business Without Really Trying** 15 years ago. The awards are a tribute to the innovative, spectacular staging of Michael Bennett. "The Plaza Holiday," another Plaza Fun Way package, offers orchestra seats to a Broadway musical and to a Broadway play—you get your choice of either comedy or drama. "Plaza Suite," yet another Fun Way package from The Plaza, provides orchestra seats for one Broadway play.

**MUSIC:** A little night music? There'll be free symphony orchestra concerts under the stars when the **New York Philharmonic** performs in its shirtsleeves in the Sheep Meadow on **August 2, 9, and 16.** • The final blowout of the **Newport Jazz Festival**—New York coincides nicely with the Fourth of July weekend. There's **Dixieland on the Staten Island Ferry** on **July 2**—the Dukes of Dixieland will be at the helm and the boat will avoid Staten Island, steaming up the Hudson to the George Washington



New York Apples

## Summer Secrets

Here, for home use, are the authentic recipes of The Plaza bartenders for the guests' all-time summer favorites.

**The Plaza Cooler:** Fill a tall glass with ice and add 2 oz. light rum, the juice of half a freshly squeezed lime and ginger ale.

**Tidal Wave:** Mix in a blender 2 oz. vodka, 1 oz. Southern Comfort, the juice of a freshly squeezed lime, a dash of grenadine, 2 oz. soda water, and some shaved ice. Pour the mixture into a tall glass and think no more.

**Maui:** Mix in a blender 1½ oz. dark rum, 1 oz. pineapple juice, the juice of half a freshly squeezed lime, and a tsp. of sugar. Serve in a tall glass over ice and decorate, if you remember, with a slice of pineapple.

**Pina Colada:** Mix in a blender 2 oz. light rum, 1 oz. coconut cream, 3 oz. pineapple juice, and the shaved ice you didn't use for the Tidal Wave.

Bridge. Three departures: 10:30 AM (\$6.50), 1 PM and 3:30 PM (both \$7.50). Count Basie and Sy Oliver celebrate the nation's 201st with a bopping, show-stopping dance at **Roseland Dance City on July 4** (239 W. 52nd St.—\$10). • **Mostly Mozart** concerts come to Avery Fisher Hall at Lincoln Center once again this summer, **(July 18-August 27)**. Every seat in the house costs \$5.75; the backup men for the Divine Mr. M. are Schubert, Beethoven, and Haydn.

**MOVIES:** You don't have to leave The Plaza to see a first-run movie—**Cinema 3** on the Park side of the hotel is the newest, most intimate, and poshest cinema in town. The row of first-run houses is nearby—it lines Second and Third Aves. in the 50s and 60s. But the glory of movie-going in New York are the dozens of revival houses—and you don't have to go far to get to one of the best of them. (See the Goings-On Section in your *New Yorker* for listings.)

The **Carnegie Hall Cinema** on 7th Ave. between 56th and 57th Sts. in the bowels of Carnegie Hall shows all the classics, American and foreign—and we do mean all: they change their double-feature programs every day or two.

**WATERING HOLES EN ROUTE BACK TO THE OAK BAR:** To start

at the top, literally, try **The Rainbow Room**, 30 Rockefeller Plaza, at 50th St., 757-9090, the only 30's Hollywood night club left in all its original glory. You expect to see Fred and Ginger come down the steps any moment, and from this Cadillac of Clubs, 65 stories above it all, you can see all of Manhattan glitter as well as some rural areas such as Brooklyn and Queens. Elegant and extravagant dining, and the dance music comes from Sy Oliver and his Orchestra and is traditionally enthusiastic.

**Hippopotamus**, 405 E. 62nd St., 486-1566, where the most beautiful people jam in to take in the piano playing of Roger Ram, Billie Holiday's accompanist, sup on French delicacies, play backgammon, and get it on in a setting so elaborate you have to like it.

And here's three happy saloons so you need never be stuck for a place to wet your whistle no matter how far you stray from The Plaza. • **The Lone Star Cafe**, Fifth Ave. at 13th St., is the new Texas bar in Greenwich Village that serves long-neck bottles of Lone Star Beer and plays live "progressive country music" (the hottest thing in Texas—it has a beat and it's straight from the gut). • **McSorley's Old Ale House** ("We were here before you

were born"), 15 E. 7th St., is the oldest bar in the city. It was recently integrated (i.e., it now serves women), but it still has turkey-and-onion sandwiches, still has the original sawdust on the floor, and is still the kind of place where you might look down the bar and see W.C. Fields blow the head off a tall one.

• **The All State Cafe**, 250 W. 72nd St., winner of **The Real World's** bar-of-the-year award, is a friendly neighborhood bar near Central Park with good food and a good juke box, the epitome of the kind of small place you hope to find around every corner in New York.

## Rainy and Super-Hot Day Solutions

Stay inside The Plaza and enjoy the hotel. The violins play all summer at the Palm Court; Trader Vic's is a tropical island downstairs; the Oak Bar never runs out of gins-and-tonic; the Oyster Bar serves oysters even in months without an R in them; there's candlelight dining (and the prix fixe feast) every night in the Edwardian Room; baronial distinction and then some in the Oak Bar; and, of course, as in every Western International hotel, there's room service around the clock.

## About The Plaza

Reservations for The Plaza can be made at any time

- by calling Western International's toll free number: 800 228-3000 (W.I.'s toll free number in Canada is 800 261-8383). When you dial this number you can also make reservations for any other Western International hotel at the same time.

- by calling The Plaza directly at 212 PLaza 9-3000 and asking for the reservation manager, Philip Stroup.

- by stopping by the front desk or picking up a house phone at

any Western International hotel around the world.

There's no charge, ever, at The Plaza for kids 18 or under who stay in the same room with their parents. And the single rate applies if an additional room is required for children.

Children's menus are available at all times in Plaza restaurants.

Ask any travel agent about The Plaza's special plans, which include accommodation at The Plaza, sightseeing, theater tickets, dining and entertainment, and museum admissions.

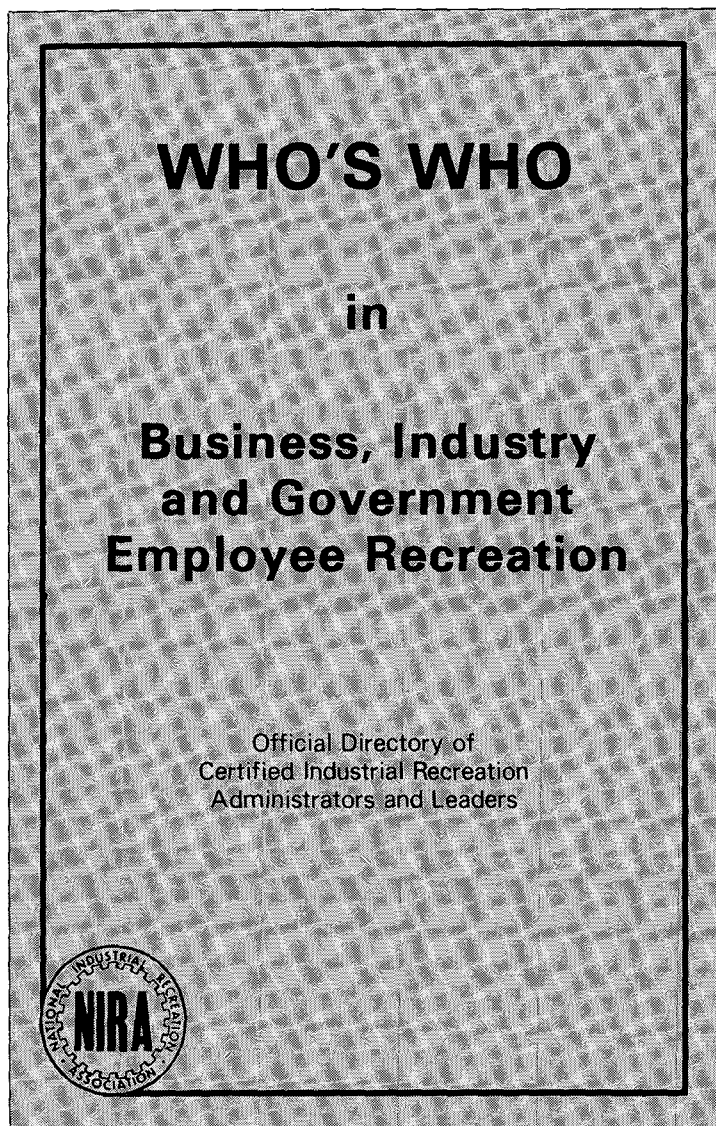
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Who's Who . . . lists every CIRA and CIRL of record on the publication date. In biographical sketches, the directory outlines

the educational and professional accomplishments which distinguish the members of this select group.

The first publication of its kind, *Who's Who . . .* is available on a limited basis to NIRA members, interested recreation professionals, educational institutions and libraries. The cost, including postage and handling, is \$7.50 per copy.

To order your copy of *Who's Who . . .*, write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.





by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** One of our most popular recreation activities is in trouble. Our annual company picnic, which is usually a big success, went very badly last year. Attendance was way down, compared with other years. As we had before, we held the picnic at a very popular theme park within driving distance of the plant. Unfortunately, the weather didn't cooperate that day. Also traffic jams in and around the park left many employees angry before the picnic even started. Activities at this park were very successful in the past. After last year's bad experience, though, we are worried that participation may have fallen off permanently.

**A.** I am sympathetic to your problem. It is difficult, but can be resolved. Without knowing all the circumstances and history surrounding your program, I can only suggest solutions and direct questions to you which may help lead to a solution.

When attendance at a formerly successful event drops significantly, several tough questions must be asked:

- Was the activity inspired and planned by a good cross-section of employees?
- Was the activity an "old tried and true" event, repeated without the benefit of conscientious updating and reprogramming?
- Could there have been a coincidental drop in morale due to causes other than employee fellowship and recreation activities?
- Was the activity a "freebie", without responsibility or cost-sharing between employees and employer?
- Are you sure this type of event is what the employees really want?

Assuming that former picnics were more successful than last year's, you may have encountered a problem that many companies meet when they program an employee activity at an amusement park. Theme amusement parks have been extremely popular, especially in the past three years. Many have increased attendance by fifty to seventy-five per cent

in the space of just one year. Long lines, crowded attractions and traffic jams result. The word gets around and discourages potential visitors. Believe me, these parks are critically aware of the problem and are doing everything under the sun to please the public. They, too, realize that it is only a matter of time before attendance will decrease if solutions to the problems of overcrowding are not found.

There is no question that using a large theme park for your picnic can appear easier than organizing the event "from scratch". Very little planning or work is required from you or a committee. To abandon the park means more work for every committee member as well as the recreation director.

Even so, because of problems like those you encountered, many companies have returned to old fashioned private picnic grounds. They have engaged some attractions — clowns, games, concessions, rides and so forth — and have regained their attendance. Some have found small amusement parks that are willing to rent out their grounds for a day. Some have changed their entire picnic concept and staged the event in a farm setting, on a chartered boat, or as part of a railroad trip. Others have opted for an ice cream social, an open house at the work site, or an employee-staffed carnival. Outings which use less crowded areas such as beaches, zoos, fairgrounds, historical sites, and metro parks can also be successful.

You may find it useful to assemble a cross-section employee committee to discuss your picnic attendance problem. I am sure your answer will be forthcoming. If you have a company psychologist or can engage one from a local college, draw up a questionnaire. (I have found it advisable to engage a specialist in surveying employees, since this is a specialized field requiring considerable knowledge both in question structure and evaluation.)

Whatever your course, do not be discouraged by a temporary drop in participation. The key to bolstering attendance lies in your thorough, confident approach to discovering employee needs, critiquing your programs honestly and implementing changes when necessary.

The free NIRA publication, "Planning a Picnic", may help you with your next summer outing. To order a copy (free only to NIRA members), circle Reader Service Card No. 6.

*The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.*

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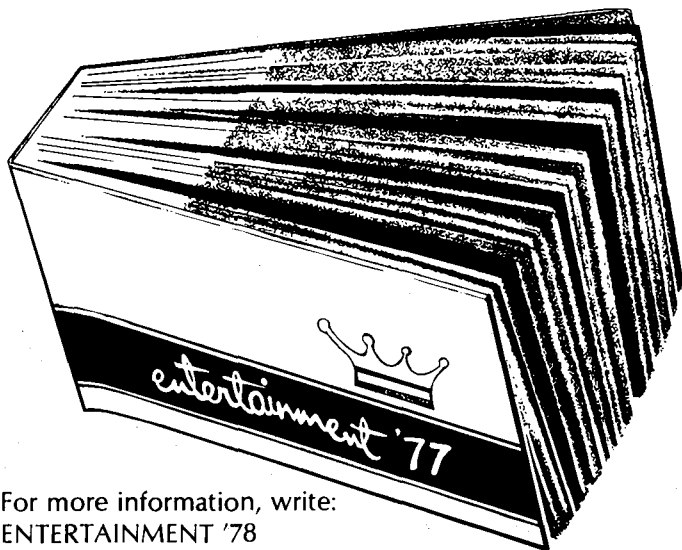
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# associate profiles

## Coupon book offers two-for-one entertainment

Now your employees can buy one dinner or one admission and get "one on the house" at hundreds of local restaurants, theatres, sports events, special shows and concerts as well as hotels from coast to coast. It is possible to cut a family's recreation budget in half with the "Entertainment '77" coupon book, according to its publisher, Sports Unlimited, Inc., The entertainment discount coupons are now available in 17 major metropolitan areas. Each area has its own local edition containing three to four hundred two-for-one offers for dinners and admissions to local establishments. Each also entitles its holder to 50% discounts on the standard room rates at fine hotels, nationally.

The "Entertainment '77" program differs from the usual discount dining club in that it offers a full range of leisure activities, from the most elegant to the most casual. It is designed specifically to appeal to people of all ages and interests, including couples, teens, college students, "young marrieds" and families with children. The program has achieved phenomenal growth over the past 16 years. Pioneered in Detroit in 1962, it has expanded to include coupon book editions in Chicago, Cincinnati, Columbus, Akron, Cleveland, Dayton, Pittsburgh, St. Louis, Buffalo, Los Angeles, San Francisco, Orange/Anaheim, San Gabriel, Kansas City, Houston and San Jose.



For more information, write:

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Sports Unlimited, Inc.  
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RM, May/June, 1977

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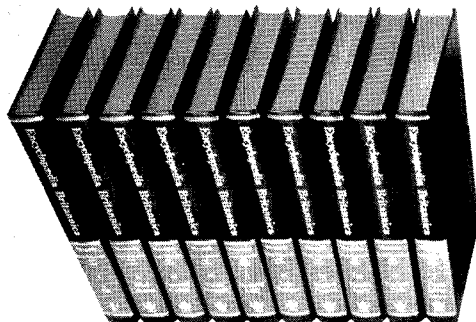
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You might flood or spray a curbed or sunken area of the field in the winter to create a natural ice skating rink if you get sufficient cold weather. Otherwise, upkeep on the ice may consume too much time and money.

Just like any outdoor facility, a field of this type works harder if lighted. A well-designed lighting system can function for a variety of activities.

By staggering activities on the field, the turf can be allowed to recover after periods of heavy use and you can preserve it with reasonable maintenance. Multiple purpose turf fields can be attractive, useful, and economical.



A multiple-use turf area can be one of your most economical and useful recreation facilities. RM

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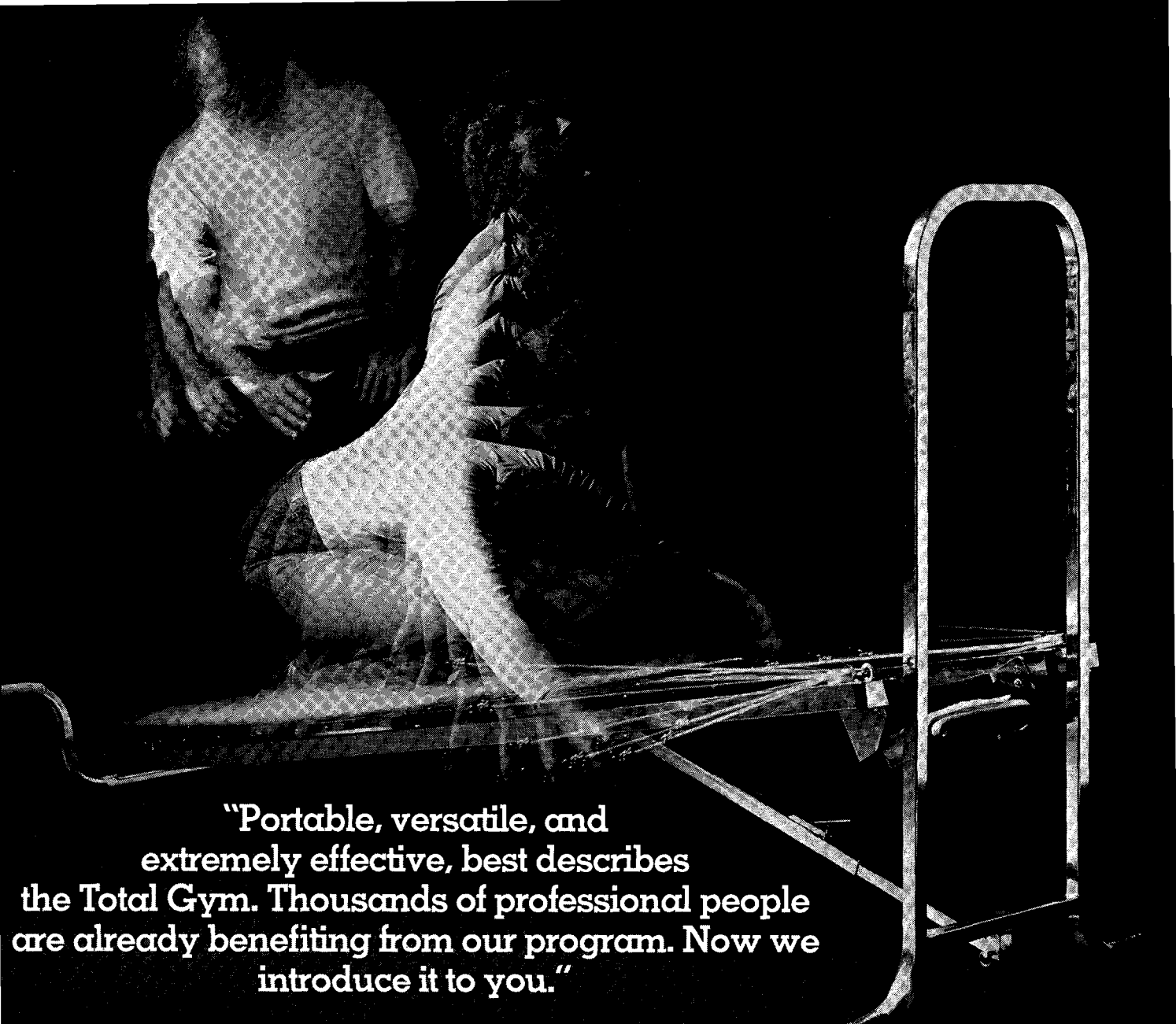
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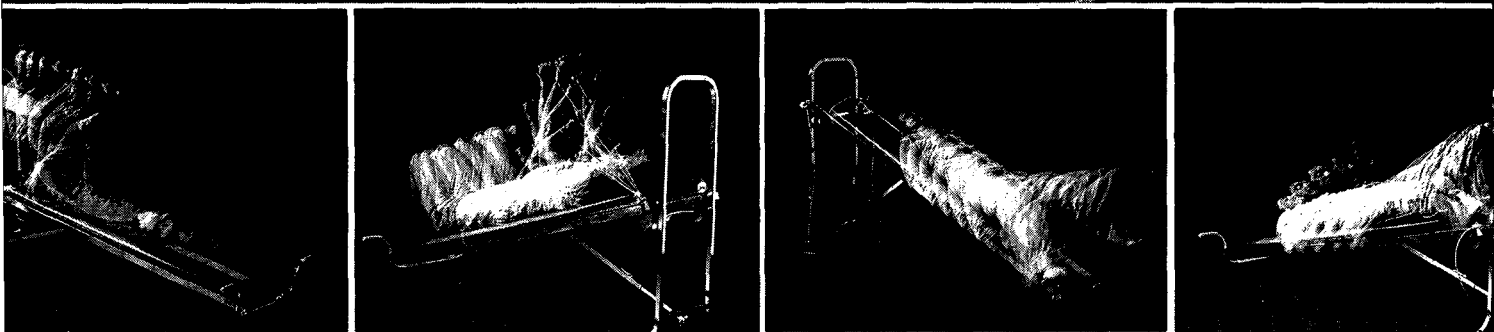
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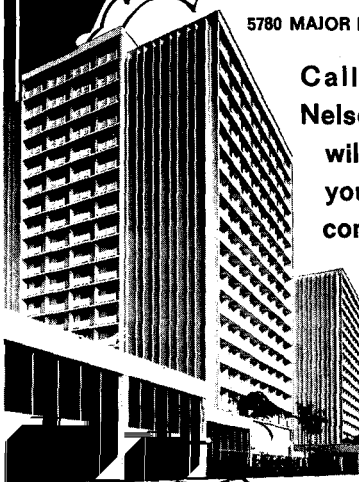
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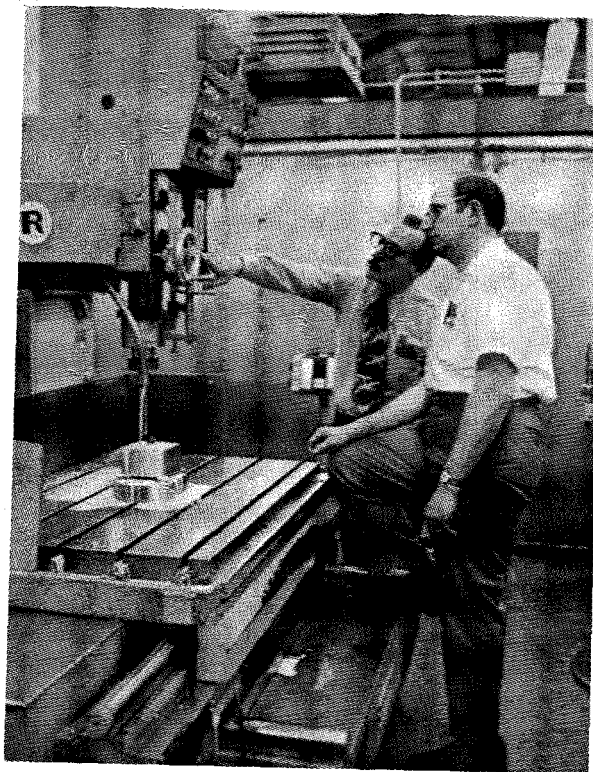
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# TOGETHER . . .



Together, we are the only international organization of employee recreation and services professionals. Founded in the United States in 1941, the National Industrial Recreation Association has grown to over 1,500 members, internationally. Our emphasis has extended beyond the traditional employee athletics to include services as diverse as physical fitness programs, employee counseling, credit unions and company stores, group travel, merchandise and service discounts, family and retiree services, and more.

As the scope of our individual programs widens, our need for a strong association grows as well. Together, we are something, in several different ways:

## **LABOR AND MANAGEMENT TOGETHER . . .**

The goal of employee recreation and services is to help build strong, more productive organizations by improving employee morale and loyalty. Recreation and services programs provide a shared experience for employees at all levels of responsibility. They provide the common denominator for people who might never meet on a personal basis otherwise. They demonstrate the employer's concern for employees and their families.

## **EMPLOYEE RECREATION LEADERS TOGETHER . . .**

Professionals and administrative volunteers in employee recreation and services find common ground in the Association. Our area of personnel work, though expanding rapidly, is still relatively new. This means that many of us can feel isolated in our respective businesses. Members often join NIRA after they discover — sometimes with surprise — that there are thousands of people across the country who are doing what they do. NIRA pools the resources of this growing profession and provides the only forum of its kind for the improvement and promotion of the best in employee recreation programs.

## **BUILDING MEMBER STRENGTH TOGETHER . . .**

Collectively, NIRA members command a strength and authority which none could muster alone. We can help improve recreation by acting as a clearing house for information and services and by promoting employee programs. We represent millions of employees and can therefore command extensive group services and benefits for them. Our development as an association speaks for the value and growing importance of our specialty. Together . . .

# . . . WE ARE SOMETHING

# CONFERENCE PROGRAM

## THURSDAY, MAY 12

**8:00 AM-Noon** Board of Directors and Committee Meetings  
Roy L. McClure, CIRA, Presiding  
*Conference Rooms A, B, C, D, 116, 118*

**Noon-2:00 PM** Executive Committee Meeting  
Roy L. McClure, CIRA, Presiding  
*Conference Room B*

**2:30 PM-6:00 PM** Board of Directors Meeting  
Roy L. McClure, CIRA, Presiding  
*Conference Room B*

**All Day** Delegates, Exhibitors, Spouses and Children arrive and register — Tropical drinks provided by El Salvador Tourist Commission Lobby

## FRIDAY, MAY 13

**7:30 AM-8:30 AM** Continental Breakfast and briefing for Speakers, Session Chairmen and Vice Chairmen  
*Conference Room D*  
Program Chairman: Ned L. Medley, Naval Training Center, Orlando  
Session Coordinator: Al Ward, Owens/Corning Fiberglas, Inc.

**9:00 AM-10:15 AM** OFFICIAL CONFERENCE OPENING GENERAL SESSION  
*Conference Room A*  
Opening remarks by NIRA Chairman of the Board, Roy L. McClure, CIRA, Lockheed-Georgia Company  
Film Presentation — "Together We Are Something!"  
Induction of new CIRA's and CIRL's  
Chairman: Al Ward, Owens/Corning Fiberglas, Inc.  
Vice Chairman: J.D. Hamilton, Goodyear Atomic, Inc.

**10:30 AM-11:30 AM** General Educational Session  
*Conference Room A*  
"Your NIRA Organization — From Student Member to Chairman of the Board"  
Speaker: Patrick B. Stinson Acting President, National Industrial Recreation Assn.  
Chairman: Chuck Bloedorn, CIRA, Recreation Consultant  
Vice Chairman — Ken Wattenberger, CIRA, Lockheed Corp.

This session especially designed for new members, first-time delegates. All delegates are invited.

**11:30 AM-7:00 PM** NIRA Familiarization Program\*

You and your entire family are invited to visit *Walt Disney World* to view it as a potential employee program offering. Admission and attraction coupons compliments of Walt Disney's Magic Kingdom Club. Tickets are in your packet.

**8:00 PM-10:30 PM** Grand Opening of Exhibit Hall  
*5th Floor of the Dutch Inn*

**10:30 PM-Midnight** Relax and converse in the Hospitality Suites. Locations are posted in the hotel lobby.

## SATURDAY, MAY 14

**8:00 AM-10:15 AM** Regional Breakfasts  
Discussion — "New Ideas for Programming"  
Discussion — "Regional Management"

**Region I — Conference Room A**  
Chairman: Von E. Conterno, Pratt & Whitney Aircraft Club, Inc.

**Region II — Conference Room B**  
Chairman: A.C. Ward, Owens-Corning Fiberglas Corp.

**Region III — The Hague I**  
Chairman: Michael T. Brown, CIRA, R.R. Donnelley & Sons

**Region IV — Conference Room D**  
Chairman: A.B. Cunningham, Groves Thread Company, Inc.

**Region V — Conference Room C**  
Chairman: Ron A. Hurst, Control Data Corporation

**Region VI — The Hague II**  
Chairman: Reeves E. Tevis, El Paso Natural Gas

**Region VII — Suite 1901-03**  
Chairman: Ellis Rhodes, CIRL, Solar Employee Recreation Association

**Regions VIII & IX — Suite 701-03**  
Co-Chairmen:  
Nelson Ellsworth, Province of Nova Scotia  
Servando Bustos, Ladrillera Monterrey



**11 AM-3 PM** Exhibit Hall open with "Deli Lunch" served for everyone in the Hall.

**3 PM-3:30 PM** General Session & Physical Fitness Seminar Part I

"Physical Fitness in Business, Industry and Government"

*Conference Room B*

Speaker: W. Brent Arnold, CIRA, Manager, Physical Fitness, Xerox Corp.

Chairman: Richard Brown, CIRA, Texas Instruments, Inc.

Vice Chairman: Nelson Ellsworth, Dept. of Recreation, Province of Nova Scotia

**3:45 PM-4:45 PM** General Session

"Is There Liability in Employee Recreation?"

*Conference Room A*

Speaker: Dr. Tony Marshall, Associate Dean, School of Hotel, Food and Travel Services, Florida International University

Chairman: J.J. McGinty, Naval Amphibious Base, Little Creek, Virginia

Vice Chairman: Kirt T. Compton, CIRA, Eastman Kodak Company

**5 PM-7 PM** NIRA Annual Meeting and Election of National Officers

*Conference Room B*

Chairman of the Board, Roy L. McClure, CIRA, presiding

**7:30 PM** NIRA Familiarization Program\*

Buses depart Dutch Inn entrance for familiarization tour hosted by *Stars Hall of Fame*. Transportation, admission and meal provided to your entire family.

**10 PM** Buses return to Dutch Inn. Some buses depart earlier.

**10 PM-Midnight** Relax and converse in the hospitality suites. Locations are posted in the hotel lobby.

## SUNDAY, MAY 15

**8 AM-8:45 AM** Breakfast for CIRA's and CIRA's "Past Chairmen Roast"

*The Hague*

Emcee: John Tutko, CIRA, HDQ USAF Recreation Services

Chairman: Martha Byers, CIRA, Owens-Illinois, Inc.

Vice Chairman: Mike Brown, CIRA, R.R. Donnelley & Sons

**8 AM-8:45 AM** Breakfast on your own for Delegates

**9 AM-9:45 AM** Concurrent Educational Sessions

**(A)** "Tax Exemption Requirements for Recreation Programs"

*Conference Room A*

Speaker: To be announced

Chairman: George Mullen, Frigidaire.

Employee Recreation Association

Vice Chairman: Dick Wilsman, CIRA, Johnson Wax

**(B)** "Solving Profit and Personnel Problems Through Recreation"

*Conference Room B*

Speaker: Robert Campbell, Director of Marketing, The Athletic Institute

Chairman: Steve Polaski, CIRA, Sundstrand Corp.

Vice Chairman: Miles M. Carter, CIRA, McLean Trucking Co.

**(C)** "Recreation Collateral Duties — Blood Drives, Fund Drives, etc."

*Conference Room C*

Speakers: Mel Byers, CIRA, NIRA Consultant

Gene Miller, CIRA, Michigan Bell Telephone Company

Chairman: Jack Taylor, New Jersey Bell Telephone Company

Vice Chairman: Greg Demko, Justice Department

**(D)** Physical Fitness Seminar

Part II: "Principles of Cardiorespiratory Fitness"

*Conference Room D*

Speaker: Leslie W. Organ, M.D., President, Owl Instruments, Ltd.

Chairman: Cal Dunham, Weyerhaeuser Company

Vice Chairman: Reeves Tevis, El Paso Natural Gas

**10:00 AM-10:45 AM** Concurrent Sessions

**(A)** "New Travel Package Designators — and the price goes down!"

*Conference Room A*

Speaker: To be announced

Chairman: Flores Hess, State Farm Insurance

Vice Chairman: Jack Frain, CIRA, McDonnell-Douglas Corp.

- (B) Physical Fitness Seminar**  
 Part III: "Psychological Aspects of a Physical Fitness Program"  
*Conference Room B*  
 Speaker: Dr. Barbara Bunch, Department of Psychology, University of North Florida  
 Chairman: Howard Bunch, CIRL, First National Bank of Denver  
 Vice Chairman: Claudia Carlson, Northern Natural Gas Co.

**11 AM-11:45 AM** Concurrent Educational Sessions

- (A) "Recreation Leadership Styles"**  
*Conference Room A*  
 Speaker: John Spears, Assistant Personnel Director, State Farm Insurance Company  
 Chairman: John Bowman, Bethlehem Steel  
 Vice Chairman: Jill Tippin, CIRA, Solar
- (B) "How to Conduct Recreation as a Business"**  
*Conference Room B*  
 Speaker: John Greenslit, Executive Director, Michigan Recreation and Park Association  
 Chairman: Steve Polaski, CIRA, Sundstrand Corporation  
 Vice Chairman: Steve Edgerton, Xerox Corporation
- (C) "Professionals and Students Discuss the Employee Recreation Field"**  
*Conference Room C*  
 Panel: Elizabeth Burchard, CIRA, Northwestern Bell Telephone Company  
 Von Conterno, Pratt & Whitney Aircraft Company  
 William B. DeCarlo, CIRA, — Xerox Corporation  
 John Tutko, CIRA, HDQ USAF Recreation Services  
 Chairman: Rich Dowdall  
 Vice Chairman: Bernard Watts, Goodyear Tire & Rubber Co.
- (D) Physical Fitness Seminar**  
 Part IV: "Cost, Type and Amount of Physical Fitness Equipment Needed for a Program"  
*Conference Room D*  
 Speakers: Warren Dew, Vice President Professional Gym, Inc.  
 Tony DeMaio, Marcy Gym Equipment Co.  
 Chairman: Peter DeFranco, Xerox Corporation  
 Vice Chairman: George Mullen, Frigidaire Employee Recreation Association

- 12:15 PM NIRA Familiarization Program\***  
 Buses depart Dutch Inn entrance for familiarization tour hosted by Sea World. Transportation, admission and meal provided to your entire family.

**4:45 PM** Buses depart Sea World for the Dutch Inn.

**6:30 PM-8:30 PM** Exhibit Hall Opens with Wine & Cheese Reception

**8:45 PM-Midnight** NIRA Awards Banquet  
 Sponsored by the Sheraton Twin Towers  
 Buses depart the Dutch Inn entrance for the Sheraton Twin Towers at 8:45 PM.  
 "Employer of the Year"  
 1977 NIRA Awards  
*Sheraton Twin Towers Ballroom*  
 Emcee: Larry Lemme, President of the League of Federal Recreation Associations  
 Chairman: John Tutko, CIRA, HDQ, USAF Recreation Services  
 Vice Chairman: Steve Waltz, CIRA, Cummins Engine Company

## MONDAY, MAY 16

**8 AM-8:45 AM** Concurrent Educational Sessions.  
 Coffee and sweet rolls served in the meeting rooms

- (A) "Budgeting Recreation Programs with over 10,000 Employees"**  
*Conference Room A*  
 Speaker:  
 Chairman: Von Conterno, Pratt & Whitney Aircraft Club, Inc.  
 Vice Chairman: Jim Moyer, CIRA, Eastman Kodak Company
- (B) "Budgeting Recreation Programs with 5,000-10,000 employees"**  
*Conference Room B*  
 Speaker: Noel J. Rentz, CIRA, Administrator, Kaiser Steel Recreation Club  
 Chairman: Steve Waltz, CIRA, Cummins Engine Company  
 Vice Chairman: Miles Carter, CIRA, McLean Trucking Company
- (C) "Budgeting Recreation Programs with under 5,000 employees"**  
*Conference Room C*  
 Speaker: N.L. "Doc" Medley, Special Services Director, Naval Training Center, Orlando

Chairman: Art Conrad, CIRA, Flick-Reedy Corporation  
Vice Chairman: Carol Gott, Bethlehem Steel Corporation

- (D) Physical Fitness Seminar**  
Part V: "A Study of Why Participants Dropped Out of a Physical Fitness Program at a Canadian Nickle Mining Company"  
*Conference Room D*  
Speaker: Dr. Robert Wanzel, Chairman of Sports Administration, Laurentian University  
Chairman: Hal McHorris, Tennessee Eastman Company  
Vice Chairman: Gloria Boyles, Union Carbide Corporation

**9 AM-9:45 AM Concurrent Educational Sessions**

- (A) "Profile of the Citizens Savings Award Winning Program for over 10,000 employees"**  
*Conference Room A*  
Speaker: Kirt T. Compton, CIRA, Executive Secretary, Kodak Park Activities Association, Eastman Kodak Company  
Chairman: Ron Hurst, Control Data Corporation  
Vice Chairman: Jerre Yoder, General Dynamics Recreation Association
- (B) "Profile of the Citizen Savings Award Winning Program for 5,000-10,000 employees"**  
*Conference Room B*  
Speaker: Roy L. McClure, CIRA, Manager, Georgia-Lockheed Employees' Recreation Club, Lockheed-Georgia Company  
Chairman: Steve Edgerton, Xerox Corporation  
Vice Chairman: J.D. Hamilton, Goodyear Atomic, Incorporated
- (C) "Profile of the Citizen Savings Award Winning Programs for under 5,000 employees"**  
*Conference Room C*  
Speakers: Dick Wilsman, CIRA, Recreation Manager, Johnson Wax  
Peter DeFranco, Specialist, Physical Fitness and Recreation, Kodak Park Activities Association, Xerox Corp.  
Chairman: Jack Rinaldo, Atwood Vacuum Machine Company  
Vice Chairman: Flores Hess, State Farm Insurance Company

- (D) Physical Fitness Seminar**  
Part VI: "The Organization and Administration of the Fitness Program for Your Employees"  
*Conference Room D*  
Speakers: George Schisler, Fitness & Health Director, Life Insurance Co. of Georgia  
Claudia Carlson, Physical Fitness Specialist, Northern Natural Gas  
Cal Dunham, Director, Exercise Club, Weyerhaeuser Company  
Chairman: W. Brent Arnold, CIRA, Xerox Corporation  
Vice Chairman: Monte Huffman, Cummins Engine Company

**10 AM-1:30 PM Final Exhibit Hall Session**  
Deli Lunch for everyone served in the Exhibit Hall

- 1:45 PM-2:30 PM General Session**  
"Facts and Figures about Employee Recreation — Results of the 1977 NIRA Member Survey"  
*Conference Room A*  
Speaker: Dr. Steven Langer, Abbott, Langer and Associates  
Chairman: Edward Hilbert, CIRA, Battelle Memorial Institute  
Vice Chairman: Michael Brown, CIRA, R.R. Donnelley & Sons, Incorporated

- 2:45 PM Recreation Program Tour**  
Buses depart for tour of the *Orlando Naval Training Center Recreation Program and Facilities*. NTC is a NIRA member and one of the largest military recreation programs in the world.

**6 PM Buses return from NTC tour**

- 7:30 PM-8:30 PM Poolside Reception**  
*Poolside of the Dutch Inn*  
Rain location is the hotel lobby

- 8:30 PM-1 AM 36th Annual NIRA Ball**  
Hosted by the Dutch Inn in honor of retiring Chairman of the Board Roy L. McClure, CIRA, and incoming Chairman of the Board Fritz J. Merrell, CIRA  
Dinner — Hosted by the Dutch Inn  
Dinner Show — "That's Entertainment"  
Hosted by Vision Enterprises, Inc.  
Dancing — Vision Enterprises, Inc. Dance Band *The Dutch Inn Ballroom*  
Emcee: John Tutko, CIRA, HDQ, U.S. Air Force Recreation Services  
Chairman: N.L. "Doc" Medley, Naval Training Center, Orlando  
Vice Chairman: Nelson Ellsworth, Department of Recreation, Province of Nova Scotia

## TUESDAY, MAY 17

### 9 AM-9:45 AM Concurrent Educational Sessions

- (A) "The Montreal Olympics in Retrospect — Looking forward to the 1980 Olympics in Moscow"

*Conference Room A*

Speaker: Hasely Crawford, 100 meter Gold Medal winner at the 1976 Winter Olympics

Chairman: Richard Brown, CIRA, Texas Instruments, Incorporated

Vice Chairman: John Bowman, Bethlehem Steel Corporation

- (B) "Fees, Charges and Cash Control"

*Conference Room B*

Speaker: Kenneth White, CIRA, Recreation Manager, Rockwell International

Chairman: Bob Gardner, CIRA, Southern California Edison Company

Vice Chairman: Carol Gott, Bethlehem Steel Corporation

- (C) "Leadership by Objectives"

— Recreation's form of Management by Objectives

*Conference Room C*

Speaker: John Spears, Assistant Personnel Director, State Farm Insurance Company

Chairman: Sue Siwicki, Bankers Life & Casualty Company

Vice Chairman: Ellis Rhodes, CIRA, Solar Employee Recreation Association

### 10 AM-10:45 AM Concurrent Sessions

- (A) "Cash and Accrual Bookkeeping Techniques"

*Conference Room A*

Speaker: Howard Saretsky, NIRA Accountant

Chairman: Jerre Yoder, General Dynamics Recreation Association

Vice Chairman: Reeves Tevis, El Paso Natural Gas

- (B) "Living With Stress On and Off the Job"

*Conference Room B*

Speaker: Norman Deets, Manager of Human Resources, Xerox Information System

Chairman: William B. DeCarlo, CIRA, Xerox Corporation

Vice Chairman: Miles Carter, CIRA, McLean Trucking Company

- (C) "How to Overcome Barriers Against Travel Programs"

*Conference Room B*

Speaker: Sue Siwicki, Supervisor of Employee Services, Bankers Life & Casualty Company

Chairman: Gloria Boyles, Union Carbide Corporation

Vice Chairman: Vito Giliberti, Blue Cross-Blue Shield

### 10 AM-Noon 1977/78 Board of Directors

Meeting

Fritz J. Merrell, CIRA, presiding

*Conference Room B*

### 11 AM-11:45 AM General Session

"36th Annual Conference Summary and Wrap-up"

*Conference Room B*

Speaker: Incoming NIRA Chairman of the Board, Fritz J. Merrell, CIRA, Olin Corporation

### 12:30 PM Annual Conference & Exhibit Closing

Ceremonies and NIRA Familiarization Program\*

Buses depart Dutch Inn entrance for familiarization tour of *Circus World* where NIRA National Conference & Exhibit Closing Ceremonies will be presented. Admission for your entire family hosted by Circus World.

6 PM Buses depart Circus World for return to the Dutch Inn

### \*NIRA Familiarization Program

Discount ticket programs are among the most popular and frequently offered of all employee recreation services. The NIRA Familiarization Program is designed to acquaint recreation administrators with the unique features and programs offered by several Orlando area amusement/theme parks. Each inspection tour includes a special presentation on employee discount programs as well as a question-and-answer session with park administrators.

• Watch for it •

**The Delegates' and Exhibitors' Daily NEWSLETTER**  
Published for all participants at the Conference

# SPOUSES' PROGRAM

## THURSDAY, MAY 12

**All Day** Delegates, Exhibitors, Spouses and Children arrive and register.

## FRIDAY, MAY 13

**9 AM-10 AM** "Raisin Bran" breakfast for spouses with children  
*Dining Room*

**9 AM-Noon** OFFICIAL CONFERENCE OPENING GENERAL SESSION  
*Conference Room A*

**10 AM-11:15 AM** Organizational Meeting for spouses with children to review NIRA babysitting services and the children's program  
*Dining Room*

**11:30 AM-7 PM** NIRA Familiarization Program  
You and your entire family are invited to visit *Walt Disney World* to view it as a potential employee program. Admission and attraction coupons compliments of Walt Disney's Magic Kingdom Club. Tickets are in your packet.

**8 PM-10:30 PM** Grand Opening of Exhibit Hall  
*5th Floor of the Dutch Inn*

**9:30 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn (Special floors of the hotel only.)

**10:30 PM-Midnight** Relax and converse in the hospitality suites. Locations are posted in the hotel lobby.

## SATURDAY, MAY 14

**9 AM-9:30 AM** "Get Acquainted Coffee" with NIRA First Lady Marie McClure and Incoming First Lady Virginia Merrell  
*Penthouse Suite, Room 1917*

**9:45 AM-11 AM** Kanoelehua's Micronesian Review sponsored by the McCoy Youth Center  
*Aboard the Empress Lilly*

**11 AM-3 PM** Exhibit Hall open with "Deli Lunch" served for everyone in the hall

**3 PM-5:30 PM** Shopping at the Lake Buena Vista Shopping Center

**7:30 PM** NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour hosted by *Stars Hall of Fame*. Transportation, admission and meal provided to your entire family.

**9 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

**10 PM** Buses return to the Dutch Inn. Some buses depart earlier.

**10 PM-Midnight** Relax and converse in the hospitality suites

## SUNDAY, MAY 15

**8 AM-11 AM** Breakfast on your own for Spouses and Children

**12:15 PM** NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour hosted by *Sea World*. Transportation, admission and meal provided to your entire family.

**4:45 PM** Buses depart *Sea World* for the Dutch Inn.

**6:30 PM-8:30 PM** Exhibit Hall opens with Wine & Cheese Reception.

**8:45 PM-Midnight** NIRA Awards Banquet  
Sponsored by the Sheraton Twin Towers  
Buses depart the Dutch Inn entrance for the Sheraton Twin Towers at 8:45 PM.

"Employer of the Year"

1977 NIRA Awards

*Sheraton Twin Towers Ballroom*

Emcee: Larry Lemme, President of the League of Federal Recreation Associations

Chairman: John Tutko, CIRA, HDQ, USAF Recreation Services

Vice Chairman: Steve Waltz, CIRA, Cummins Engine Company

**9 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

## MONDAY, MAY 16

**9 AM-10 AM** "Eye Opener" Breakfast  
*Dining Room*

**10 AM-1:30 PM** Final Exhibit Hall Session "Deli Lunch" for everyone served in the Exhibit Hall

**1:30 PM-2:30 PM** Self-Defense Demonstration  
*Conference Room B*

**2:30 PM-5 PM** Shopping at Lake Buena Vista Shopping Center, or Tour of the Naval Training Center, Orlando with the delegates

**7:30 PM-8:30 PM** Poolside Reception, cash bar  
*Poolside of the Dutch Inn*  
Rain location is the hotel lobby

**8:30 PM-1 AM** 36th Annual NIRA Ball  
Hosted by the Dutch Inn in honor of retiring Chairman of the Board Roy L. McClure, CIRA, and incoming Chairman of the Board Fritz J. Merrell, CIRA  
Dinner — Hosted by the Dutch Inn  
Dinner Show — "That's Entertainment"  
Hosted by Vision Enterprises, Inc.

Dancing — Vision Enterprises, Inc. Dance Band  
*The Dutch Inn Ballroom*  
Emcee: John Tutko, CIRA, HDQ, U.S. Air Force Recreation Services  
Chairman: N.L. "Doc" Medley, Naval Training Center, Orlando  
Vice Chairman: Nelson Ellsworth, Department of Recreation, Province of Nova Scotia

## TUESDAY, MAY 17

**Morning** Time for yourself — to organize and pack for the trip home

**12:30 PM** Annual Conference & Exhibit Closing Ceremonies and NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour of *Circus World* where NIRA National Conference & Exhibit Closing Ceremonies will be presented. Admission and meal for your entire family hosted by *Circus World*.

**6 PM** Buses depart *Circus World* for return to the Dutch Inn

# CHILDREN'S PROGRAM

## THURSDAY, MAY 12

**All Day** Delegates, Exhibitors, Spouses, and Children arrive and register.

## FRIDAY, MAY 13

**9 AM-10 AM** "Raisin Bran" Breakfast with Sea World characters  
*Dining Room*

**10 AM-11:15 AM** Organizational Meeting to review NIRA services and the Children's Program  
*Dining Room*

**11:30 AM-7 PM** NIRA Familiarization Program  
You and your entire family are invited to visit *Walt Disney World* to view it as a potential employee program. Admission and attraction

coupons compliments of Walt Disney's Magic Kingdom Club. Tickets are in your packet.

**8 PM-9:30 PM** Warner Bros. Inc. cartoons at the Dutch Inn  
*Conference Room A*

**9:30 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

## SATURDAY, MAY 14

**9 AM-10 AM** "Corn Flakes" Breakfast with Sea World characters  
*Dining Room*

**10 AM-10:30 AM** Assignment of free guide (6 children per guide)  
*Dining Room*



**10:30 AM-5:30 PM** Spend the entire day at *Disneyworld* (shuttle bus and lunch at your own cost). Guides will accompany assigned groups all day.

**7:30 PM** NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour hosted by *Stars Hall of Fame*. Transportation, admission and meal provided to your entire family.

**9 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

**10 PM** Buses return to the Dutch Inn. Some buses depart earlier.

## SUNDAY, MAY 15

**8 AM-11 AM** Breakfast on your own for Spouses and Children

**12:15 PM** NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour hosted by *Sea World*. Transportation, admission and meal provided to your entire family.

**4:45 PM** Buses depart Sea World for the Dutch Inn.

**6:30 PM-9 PM** Cook-out at poolside followed by a full length Warner Bros. children's film  
Dutch Inn *Poolside* and *Conference Room A*

**9 PM-Midnight** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

## MONDAY, MAY 16

**9 AM-10 AM** "Rice Krispies" breakfast with Sea World characters  
*Dining Room*

**10 AM-10:30 AM** Assignment of free guides  
(6 children per guide)

*Dining Room*

**10:30 AM-6 PM** Spend the entire day at *Disneyworld* (shuttle bus and lunch at your own cost). Supervisors accompany assigned groups all day.

**7:30 PM-8:30 PM** Reception at the Dutch Inn  
*Poolside*

Rain location is the hotel lobby

5¢ cash bar — punch only

**8:30 PM-11 PM** Dinner & Disco Dance

Hosted by the Dutch Inn

Selection of the Disco King & Queen; live professional disc jockey

Cash bar — soft drinks only

*Conference Rooms A & B*

**11 PM-1 AM** Free babysitting services provided by NIRA at the Dutch Inn. Special floors of the hotel only.

## TUESDAY, MAY 17

**9 AM-10 AM** "Sugar Smacks" breakfast  
*Dining Room*

**10 AM-11 AM** Magic Show  
*The Hague*

**12:30 PM** Annual Conference & Exhibit Closing Ceremonies and NIRA Familiarization Program  
Buses depart Dutch Inn entrance for familiarization tour of *Circus World* where NIRA National Conference & Exhibit Closing Ceremonies will be presented. Admission and meal for your entire family hosted by Circus World.

**6 PM** Buses depart Circus World for return to the Dutch Inn

Spouses are welcome to attend  
educational sessions scheduled for delegates

Pre-Conference nominees

## CANDIDATES FOR OFFICE

At their Annual Meeting, May 14, 1977 in Orlando, voting delegates from NIRA's nine regions will assemble to elect leaders to fill the four NIRA Executive offices which fall open this year.

As they do every year, the NIRA voters will choose a Chairman-Elect. He or she will serve as a member of the NIRA Executive Committee during the coming twelve months and will assume the Chairmanship for the 1978-79 term next May. Three seats on the Executive Board will also be open. They are the Vice Chairmanships of Regional Management, Membership, and Tournaments and Services. The people elected to those posts will take office this May and serve for two years.

Each NIRA region will also elect a Director or Directors, to fill any vacancies which may exist.

Newly-elected Directors will be announced at the Annual Meeting.

The full NIRA membership was polled for nominations for the four positions open on the Executive Committee. In each instance, the potential candidates who received the greatest number of member nominations were contacted by the Nominating Committee and formally asked to stand for election. After reviewing their other commitments and discussing the matter with their respective managements, only a few potential candidates were able to accept nomination. Although every candidate nominated prior to the Conference is well-qualified, the Nominating Committee was disappointed that more nominees could not become involved in this year's elections. As always, additional nominations will be accepted from the floor at the Annual Meeting.

## professional services directory

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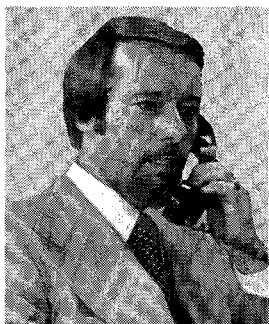


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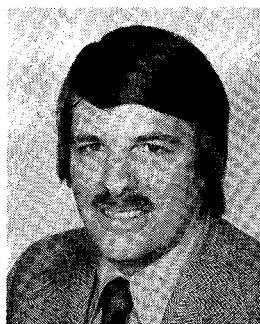
Environmental Engineering  
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## For Chairman-Elect



**Richard M. Brown, CIRA** is General Manager of the Texins Association, Texas Instruments, Inc. He holds a Ph.D. in Ceramic Engineering. Brown was a founder, Director and the first President of the Dallas-Ft. Worth Metroplex Recreation Council (MRC). He has also served the MRC as

Vice President, Treasurer and Secretary. Brown has been a member of the NIRA Board of Directors since 1974. He served as Treasurer in 1975-76 and was elected Vice Chairman of Finance in May 1976. He instituted financial forecast and cash flow systems for the Association. He has also authored several articles for *Recreation Management Magazine* and contributed to the textbook sponsored by the National Industrial Recreation Research and Education Foundation (NIRREF). Brown received NIRA's Distinguished Service Award in 1975.



**Stephen D. Waltz, CIRA** is Recreation Director for Cummins Engine Company. He holds an M.A. in Physical Education/Recreation. Waltz has been a member of NIRA's Board of Directors since 1970. In 1975, he was elected Vice Chairman of Tournaments and Services. While Waltz

was Vice Chairman, participation increased in several national tournaments. He was instrumental in opening the new NIRA postal golf tournament, scheduled to start this year. Waltz initiated the regular column, "Tournament News", in *Recreation Management Magazine* and has authored it since its inception a year ago. He has also contributed several other articles to the Magazine. Waltz received NIRA's Outstanding Leadership Award in 1972. Three years later, the program he administers for Cummins Engine won NIRA's Citizens Savings Award for Excellence.

## For Vice Chairman, Regional Management



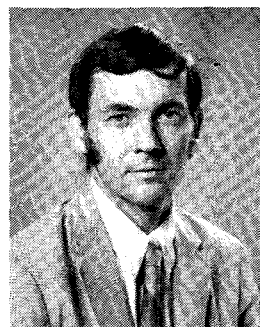
**Elizabeth F. Burchard, CIRA** is the Personnel Staff Supervisor with Northwestern Bell Telephone Co. She attended the University of Nebraska and the University of Omaha. As a member of the NIRA Board of Directors, she has served on the CIRA/L and Research/Education Committees, and was Acting Vice Chairman of Public Relations in 1976-77. She has participated actively in NIRA functions, nationwide.

## For Vice Chairman, Membership



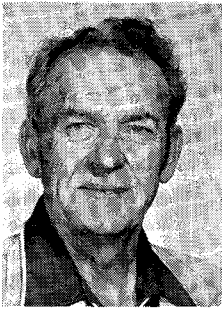
**Kenneth C. Wattenberger, CIRA** is Executive Director of the (Burbank) Lockheed Employee Recreation Club. He has been NIRA Vice Chairman of Membership since January 1977. Wattenberger has college credit in accounting and recreation administration. He is a past Director of NIRA. He has been very active in Region VII activities for twenty years and won the NIRA Distinguished Service Award in 1975.

## For Vice Chairman, Tournament/Services

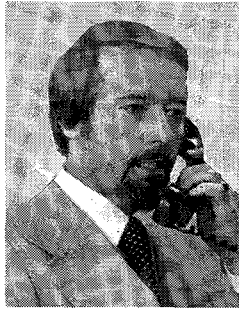


**John D. (Jack) Frain, CIRA** is Recreation Supervisor for McDonnell Douglas Corp., St. Louis. He holds A.B. degrees in Physical Education and Journalism. He is a past Board member and Vice President of the St. Louis Industrial Recreation Association. He was Assistant Program Chairman for the 1976 Conference. Frain's programs have won NIRA Certificates of Excellence and a Promotional Award.

# CONFERENCE CHAIR MEN



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N.L. "Doc" Medley  
Naval Training Center



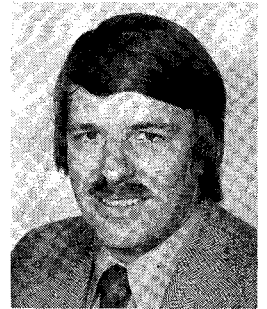
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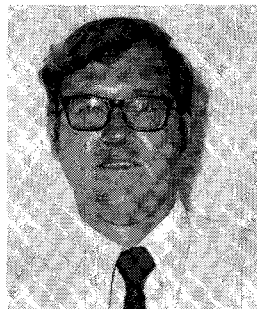
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# meet your board



**Jose E. Amores** was elected Junior Director from Region IX in May 1976. He will become a Senior Director this month. One of NIRA's members from outside the U.S., Amores is a member of the Board and Director of Services for Employees for Prevision Social Grupo Industrial in Monterrey, Mexico. Since his company only recently joined NIRA, Amores is serving his first term as a NIRA Board member. A professional educator, Amores has been with PSGI since 1969.

Prior to that, he was a professor of chemistry and, later, the Dean of the College of Engineering at Monterrey Tech. He has been active in professional and social service organizations throughout his life.



**George Grigor, CIRA**, is also a Junior Director from Region IX. He will become a Senior Director during the national Conference this May. Like Amores, Grigor is a Chemist by education. In addition to a B.S. in Industrial Chemistry, Grigor has studied business administration. His position as Recreation Supervisor for Kodak Canada, however, follows a lifetime devotion to recreation. Grigor played professional hockey for the Chicago Black Hawks and for the Baltimore

Orioles, United States Amateur Ice Hockey Champions, 1940-41. He is Secretary Assistant for the Professional Hockey Players Athletic Association.



**A.C. (Al) Ward** is a Senior Director from NIRA Region II. Ward is Manager of Personnel Services for Owens-Corning Fiberglas Corporation in Toledo, Ohio. He has been a member of NIRA since 1972. In that time, he has served as a member of the Board of Directors on the Research, Public Relations, Tournaments and Services, and Nominations and Elections Committees. Ward has been very active in NIRA at a local level; also, as a charter member and the first President

of the Toledo Industrial Recreation and Employee Services Council (TIRES). Ward holds a J.D. (Law) degree. He is active in several personnel and recreation societies.

**NIRA elections take place at the Annual Meeting, Saturday, May 14 at 5:00 p.m. at the Dutch Inn in Orlando Florida. Results will be included in the August post-Conference coverage.**

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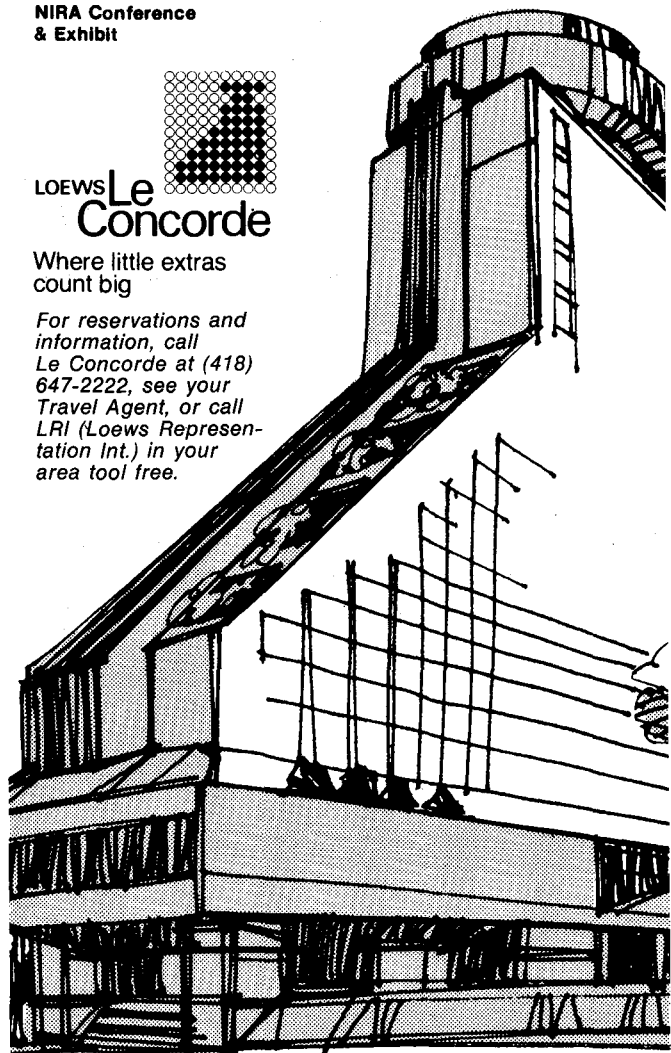
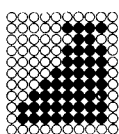
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# 1977 NIRA Awards

## CITIZENS SAVINGS AWARD

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Eastman Kodak/Rochester, New York

**5,000 to 10,000 employees**

Lockheed-Georgia Co./Marietta Georgia

**1,000 to 5,000 employees**

Johnson Wax/Racine, Wisconsin

**Fewer than 1,000 employees**

Xerox International Center for Training and  
Management Development/Leesburg, Virginia

## CERTIFICATES OF EXCELLENCE

**For outstanding individual recreation activities**

**"Rose and Garden Club"**

Eastman Kodak Co./Rochester, New York

**"Camera Club"**

Eli Lilly and Co./Indianapolis, Indiana

**"1976 Employee Bicentennial Celebration"**

Flick-Reedy Corp./Bensenville, Illinois

**"Convair Gun Club"**

Convair Division, General Dynamics Corp.  
San Diego, California

**"P.A.L. Program"**

First National Bank in Dallas/Dallas, Texas

**"All-Faith Chapel"**

Solar/San Diego, California

**"Xerox Square Skating Rink"**

Xerox Corp./Rochester, New York

**"Westerner Club Charity Fund  
Resolicitation Fund"**

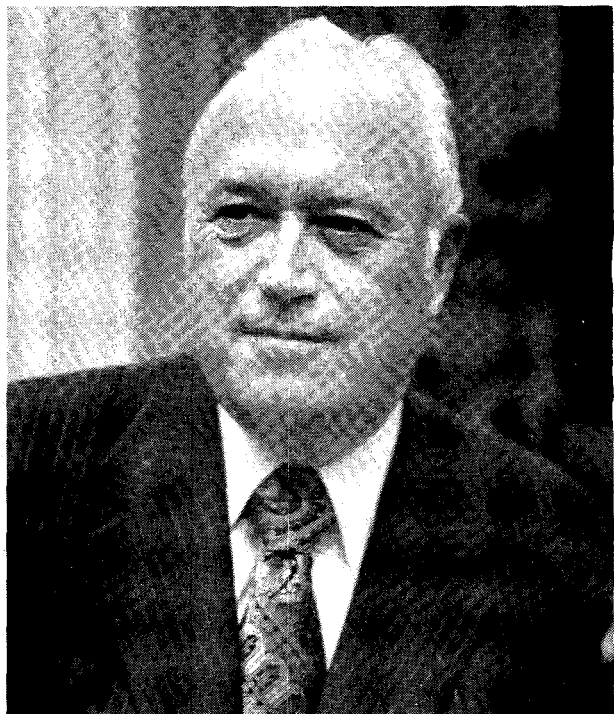
Olin Corp./East Alton, Illinois

## ADDITIONAL AWARDS

NIRA PROMOTIONAL AWARDS will go to the best recreation program publicity efforts. Special RECOGNITION AWARDS will honor individuals who have made outstanding contributions to employee recreation and NIRA. Both categories were still under consideration at RM press time and will be reported later.



## EMPLOYER OF THE YEAR



### RICHARD A. RILEY

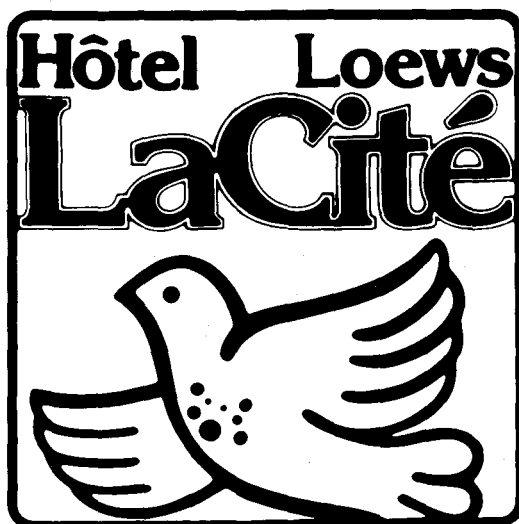
Richard A. Riley, Chairman and Chief Executive Officer of Firestone Tire & Rubber Company, will accept NIRA's 1977 "Employer of the Year" Award at the Orlando Conference. Riley's personal support of employee recreation has encouraged the development of the excellent programs which earned Firestone a 1975 NIRA Citizens Savings Award.

Said Riley recently, "From time to time, companies are accused of losing sight of the importance of the individual worker. I don't think that is the case with Firestone. We try never to let the size and complexity of our company overcome our perception of the human element which, in the final analysis, is the most important factor in the continuing growth and development of our organization."

Riley was nominated for the "Employer of the Year" Award by Ray J. Kapper, CIRA, Supervisor, Employee Activities for Firestone.

**A complete report on 1977 NIRA Award winners will be included in post-Conference coverage. RM**

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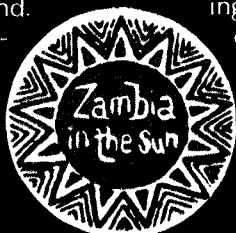
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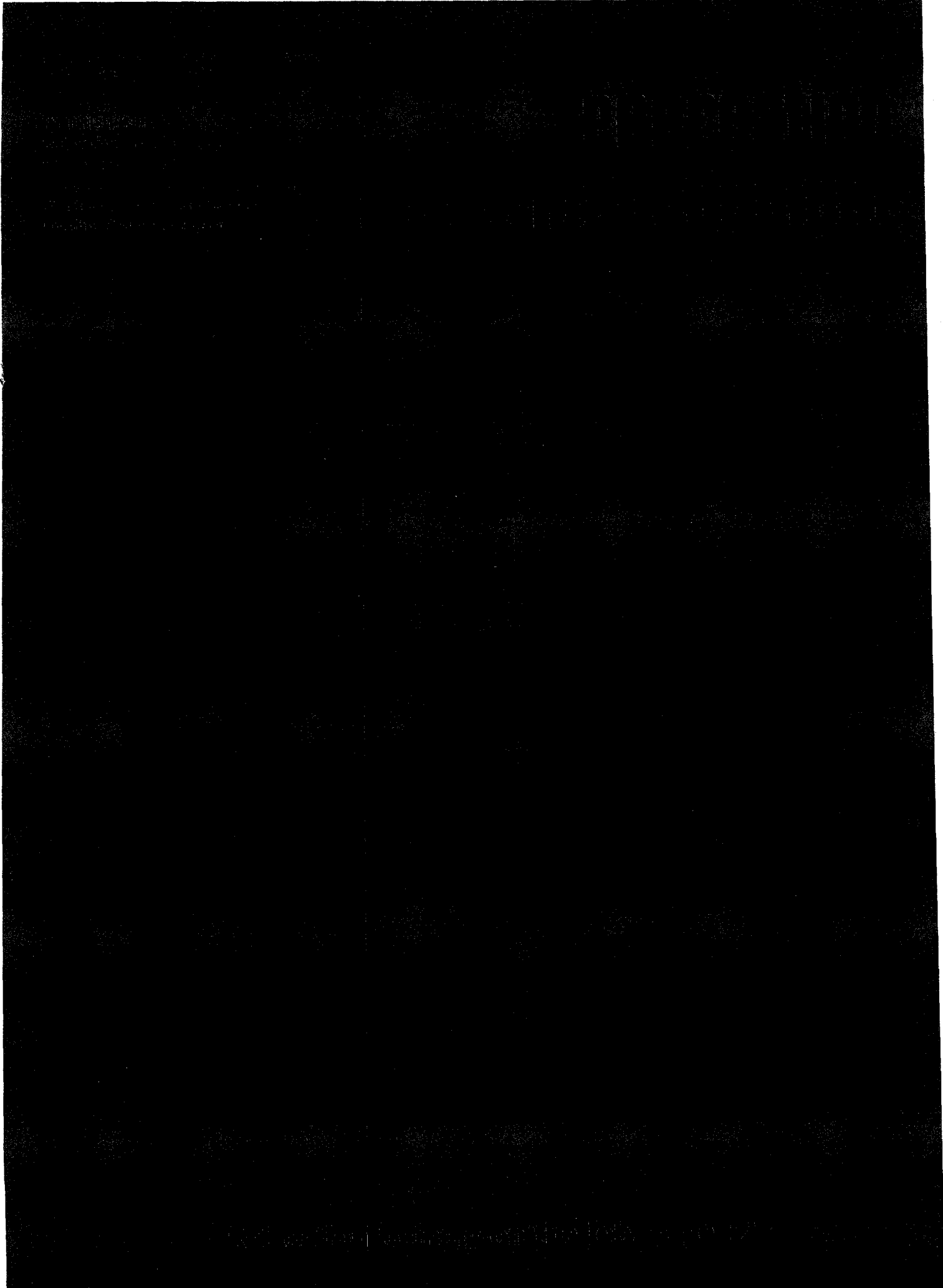
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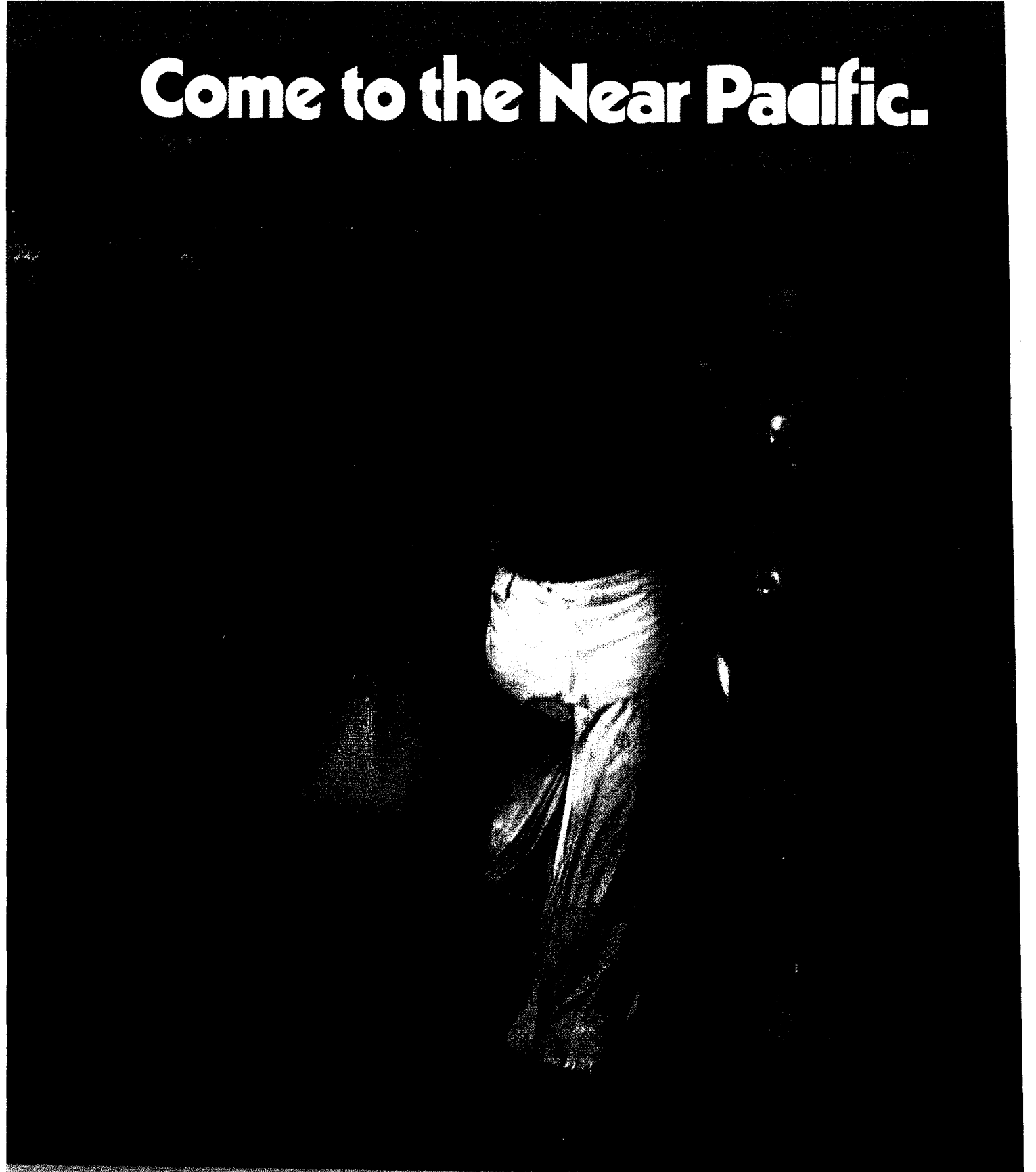
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# recreation management

Volume 20, Number 5

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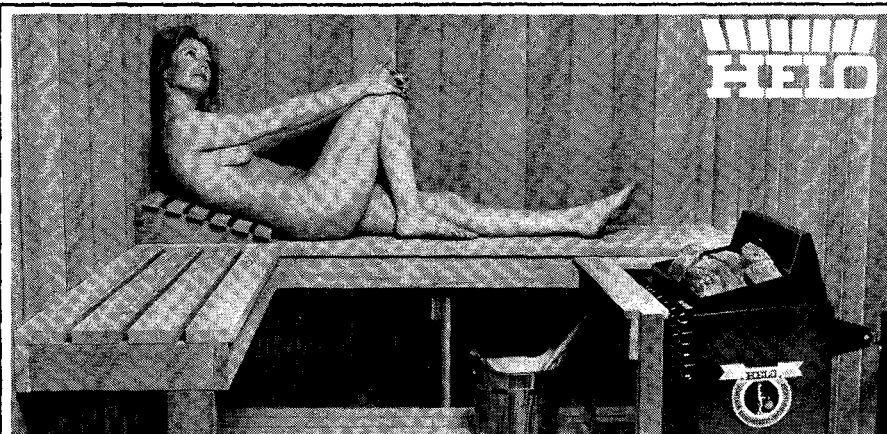
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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.

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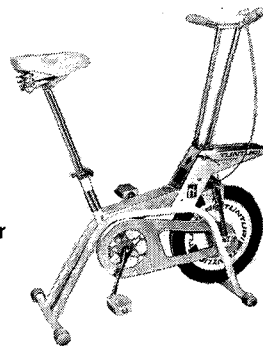
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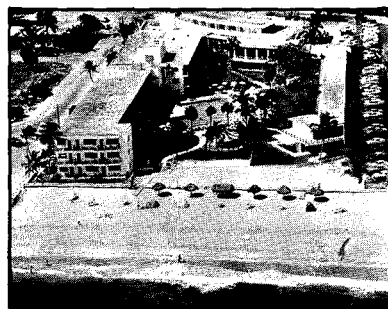


**Stress.** In moderation, it can motivate workers to higher productivity. In excess, it threatens every aspect of employee health. At Xerox Corporation at Stamford, Conn., the employee fitness program includes relaxation training. Our cover subject is Gary Palumba, Office Services Coordinator, who is learning to reduce the effects of stress with the help of an electronic monitoring device.

**Next month: 1977 Conference & Exhibit Coverage**

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CIRCLE READER SERVICE CARD NO. 17

# The Chairman of the Board would like a word with you . . .

. . . about getting involved



**Fritz J. Merrell, CIRA  
Olin Corporation  
NIRA Chairman of the Board**

We have just completed our very successful 36th Annual Conference and Exhibit in Orlando, Florida. For those of you who could not attend, we missed you . . . and you missed a valuable experience. We expect to see you next year in Dallas.

Our 1977 Conference theme was "Together We Are Something." I am telling each of you — every NIRA member — that "Together" includes you. It must. "Together" does not mean just your Board of Directors or the NIRA staff. It means every member. *You and me*, added together, means *we*. Together, we are something.

That is more than a convenient cliché. Scores of NIRA members discovered its truth first-hand at this year's Conference. Our delegate group included a large proportion of first-time Conference participants. They became more involved in NIRA, working together for the betterment of their companies, their employees and their Association. If you could not attend the Conference, but know someone who did, call him or her and ask about it.

As I begin my term, I pledge my best efforts for the benefit of NIRA and its total membership. The new year offers many challenges:

We must **increase membership**, to bring into the Association the many potential members who can benefit from our services and whose talent and involvement we need. Even though we are the only association for our field, we cannot expect new members to come to us. Each of us must become a recruiter. Tell a non-member why you joined NIRA. Bring him or her into the Association. You will be doing NIRA and our new member a favor.

We must **broaden our financial base**, to build a stronger, more independent Association which can act responsibly for the benefit of all members. Together, we organization members compose an enticing and growing market for recreation

goods and services suppliers. If we use our power together, to attract solid associates, advertisers and exhibitors, our Association and our member employees — as well as our suppliers — will benefit.

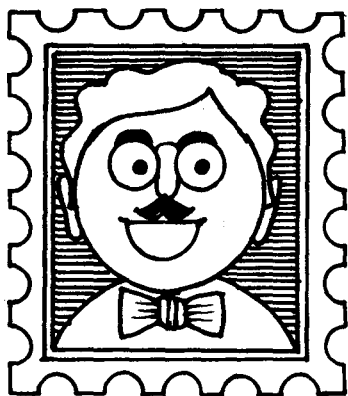
We must **improve and extend our services**, to assure members that they can rely on the many benefits for which they joined NIRA. This means seeing that members are kept promptly informed about all tournaments and services throughout the year. It also means that all members must be responsible for bringing NIRA services to their employees, so that employees can reap the full benefits of our involvement in the Association.

We must **strengthen local organizations** within NIRA, to make the Association more accessible to all members and to bring new members into the national fold. Our future strength will come from our roots in local NIRA organizations. Our Industrial Recreation Councils and Regional leaders are taking the initiative. We *all* must become involved.

How?

Write or call me — or any of our NIRA Directors.

## THE POST OFFICE MOVES IN MYSTERIOUS WAYS ...



... most of them  
slower than  
we'd like.

Therefore, from now on, we'll mail every issue of RM a month earlier than we have in the past. This should bring your NIRA Magazine to you on or before the first working day of the month. Write and let us know how well it's working. Better yet, call.

## You ask where we fly? To skiing, fishing, sun, fun.

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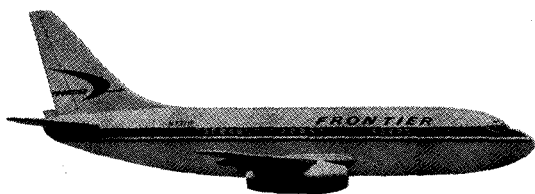
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CIRCLE READER SERVICE CARD NO. 20

# nira news

## '77 retirement show set for Chicago

For the second year, retirees and those contemplating retirement will attend the "How, When, & Where to Retire Show" in Chicago. Sponsored by the National Retirement Council, Inc., a NIRA member, the show will be held September 7-11, 1977 at Chicago's McCormick Place.

According to Sam Stone, General Manager of the Retirement Council, "there are more than 31 million Americans between 50 and 64 with total earnings of more than \$200 billion a year. More and more astute companies and organizations are making special efforts to reach this new 50-plus market because they recognize that these prospective

customers, freed of the financial and time-consuming responsibilities of earlier years, represent one of the largest pools of discretionary purchasing power in the American economy."

Exhibitors at the show will be concentrated in nine theme areas: housing, travel, health care, financial services, business opportunities, education, entertainment and leisure, information services and recreation. In addition, public service activities, some of which will be sponsored by interested suppliers, will feature a health fair at which attendees may obtain diagnostic testing and health information. A retirement planning and information center will provide a forum in which retirees may obtain practical an-

swers to their personal questions about retirement.

For more information about the show and group discount arrangements, contact Jerry Sherman, National Retirement Council, Inc., 527 Madison Ave., New York, NY 10022 — Phone (212) 759-8476.

## Hunting/Fishing Day kits available

September 24, 1977 has been set as this year's National Hunting and Fishing Day. The annual event, sponsored by the National Shooting Sports Foundation, encourages public promotion of and education about hunting and angling. To promote participation, the Day's na-

# Journeys to East Africa

## Wildlife Venture

Cost of land arrangements, per person \$699  
Single room supplement (when available) \$145

**TOUR SUMMARY (16 Days)** — 2 nights Nairobi. 1 night Lake Navisha. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli. 1 night Nairobi. 2 nights Treetops Hotel, 1 night Nairobi. 3 nights transit (total).

## Grand Circuit

Cost of land arrangements, per person \$999  
Single room supplement (when available) \$195

**TOUR SUMMARY (21 Day)** — 2 nights Nairobi. 1 night Masai Mara. 1 night Serengeti. 1 night Ngorongoro Crater. 1 night Lake Manyara. 2 nights Amboseli. 1 night Tsavo West. 1 night Taita Hills. 1 night Salt Lick. 1 night Tsavo East. 2 nights Nairobi. 2 nights Treetops Hotel. 1 night Nairobi. 3 nights in transit (total).

Cost of air transportation from New York and return:

14/21 Day GIT, 6 minimum

\$907

## DEPARTURE DATES

JAN.	07, 14	JULY	01, 15
FEB.	25	AUGUST	05, 19
MARCH	04, 11, 18, 25	SEPT.	02, 16, 30
APRIL	01, 15, 29	OCT.	14, 21, 28
MAY	06, 20	NOV.	04, 11, 18, 25
JUNE	03, 17	DEC.	02

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tional coordinating office makes available a variety of publicity kits.

According to Bob Delfay, National Coordinator of the Day, "Ever since NHF Day '76 drew to a close, we have been busy preparing new and expanded materials to help clubs improve their NHF Day activities. We started last fall with a questionnaire to more than 10,000 clubs and individuals asking what materials we could offer to make the job of organizing an NHF Day program easier and more effective. The response was good, and we discovered several key items that clubs were looking for. Since then, we've spent many months and thousands of dollars with designers, printers, photographers, audio-visual experts and advertising specialists preparing these materials."

The biggest addition to the NHF Day line-up is a special slide presentation containing 55 slides and a half-hour taped message featuring scores of ideas on how to improve or expand a program. Ideas were taken from the most successful NHF Day programs organized over the past few years. Clubs may purchase the presentation for \$22.

Also new for this year is a special series of "America's Wildlife Today" posters. The standard NHF Day posters and advertising stickers used by clubs to announce their programs are also available. The announcements, prepared in two designs, explain what National Hunting and Fishing Day is and tell why people should participate.

In addition to all of these items, there will be sample advertisements, radio recordings and a complete package which clubs can use to print a National Hunting and Fishing Day newspaper supplement in cooperation with their local newspapers. Several hundred such supplements were printed in 1976.

Clubs can order an "All-Inclusive Packet" which contains the complete slide presentation, several hundred stickers, numerous posters and other materials at \$44.50, or they can obtain a "Starter Kit" at \$2.00 from: National Hunting and Fishing Day, 1075 Post Road, Riverside, Conn. 06878.

**NIRA Newsnotes . . . Hillerich & Bradsby Co.,** manufacturer of the Louisville Slugger baseball and softball equipment, has created a department whose primary responsibility it is to promote the growth of amateur baseball and softball organizations. Bennett Curry has been named Manager of the new Amateur Organizations Relations De-

partment. For information write: Hillerich & Bradsby Co., P.O. Box 506, Louisville, KY 40201 . . . **Air France** has published a guide to the do's and don't's of international travel. Write for a free copy of the pocket-sized booklet: Air France Travel Tips, Air France, P.O. Box 30729, JFK Airport Station, Jamaica, NY 11430. **RM**

## Whale of a ride



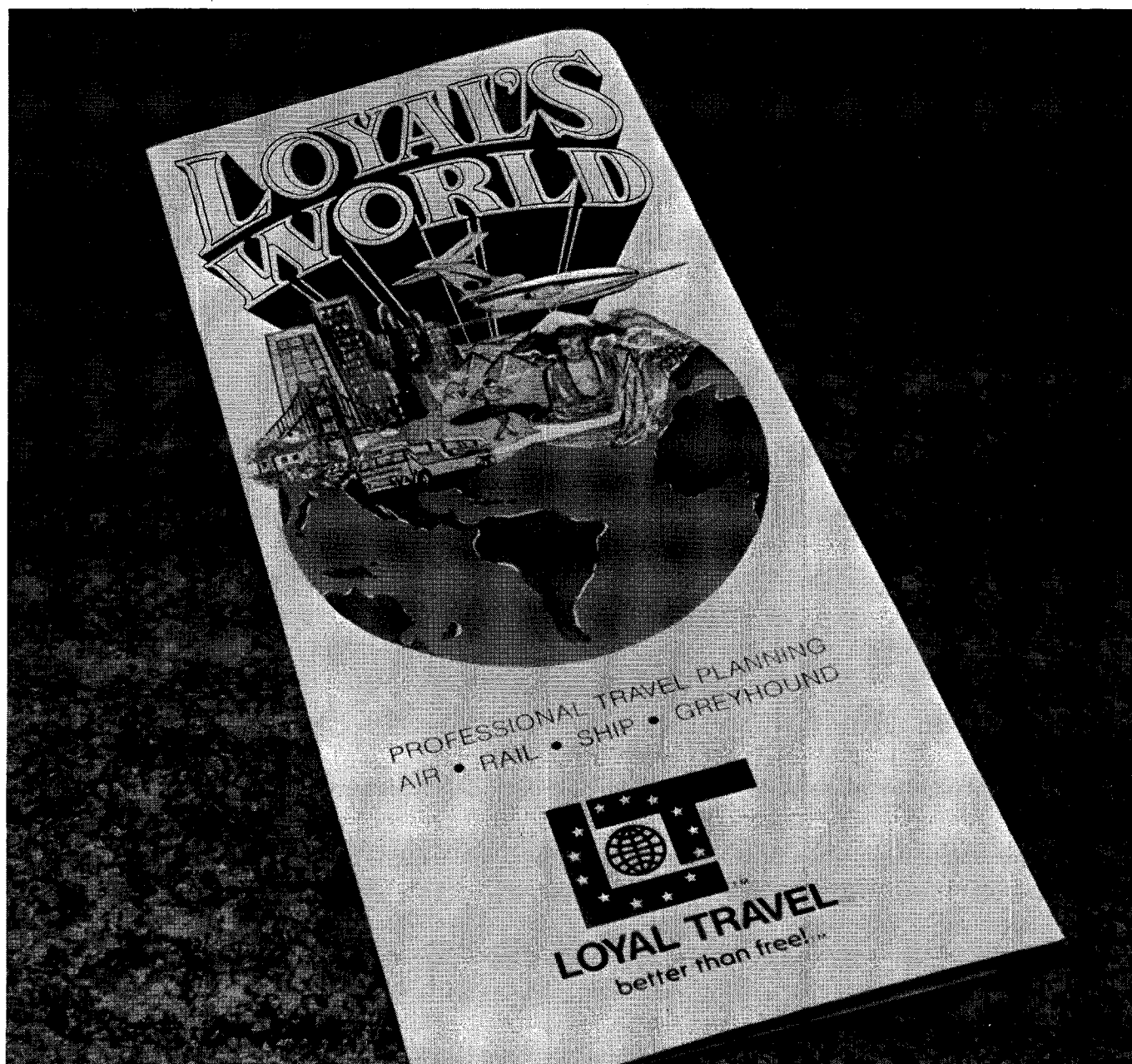
**That is a two-ton killer whale the man is riding. Rider Bruce Stephens is head of the training department at Sea World of Ohio and should know what he is doing. Even so, his wild race around the 22-foot deep Sea World tank is serious business.**

**According to Stephens, it takes a great deal of time and patience to befriend a killer whale. The**

**personality of the trainer must be calm and easy-going. Although Shamu, Sea World's killer whale, is ordinarily friendly and playful, Stephens cautions that he must be treated with utmost respect. Behind his smile is a set of forty-four 2½ inch long teeth.**

**Shamu is just one member of the full aquatic troupe at Sea World of Ohio in Aurora. **RM****





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# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact William Ranney — (213) 764-0025.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except on November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Will meet May 26, 1977. Meetings will be suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month; except for June 13. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

**Region II** plans a Conference, October 20-22, 1977 in Columbus, Ohio. Contact Edward Hilbert, CIRA — (614) 424-6336 or 424-5190.

**Region VII** will hold its annual Conference and Exhibit, September 8-11, 1977 in Phoenix. Contact Mary Smith — (602) 274-3645.

**37th Annual NIRA Conference and Exhibit** will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM

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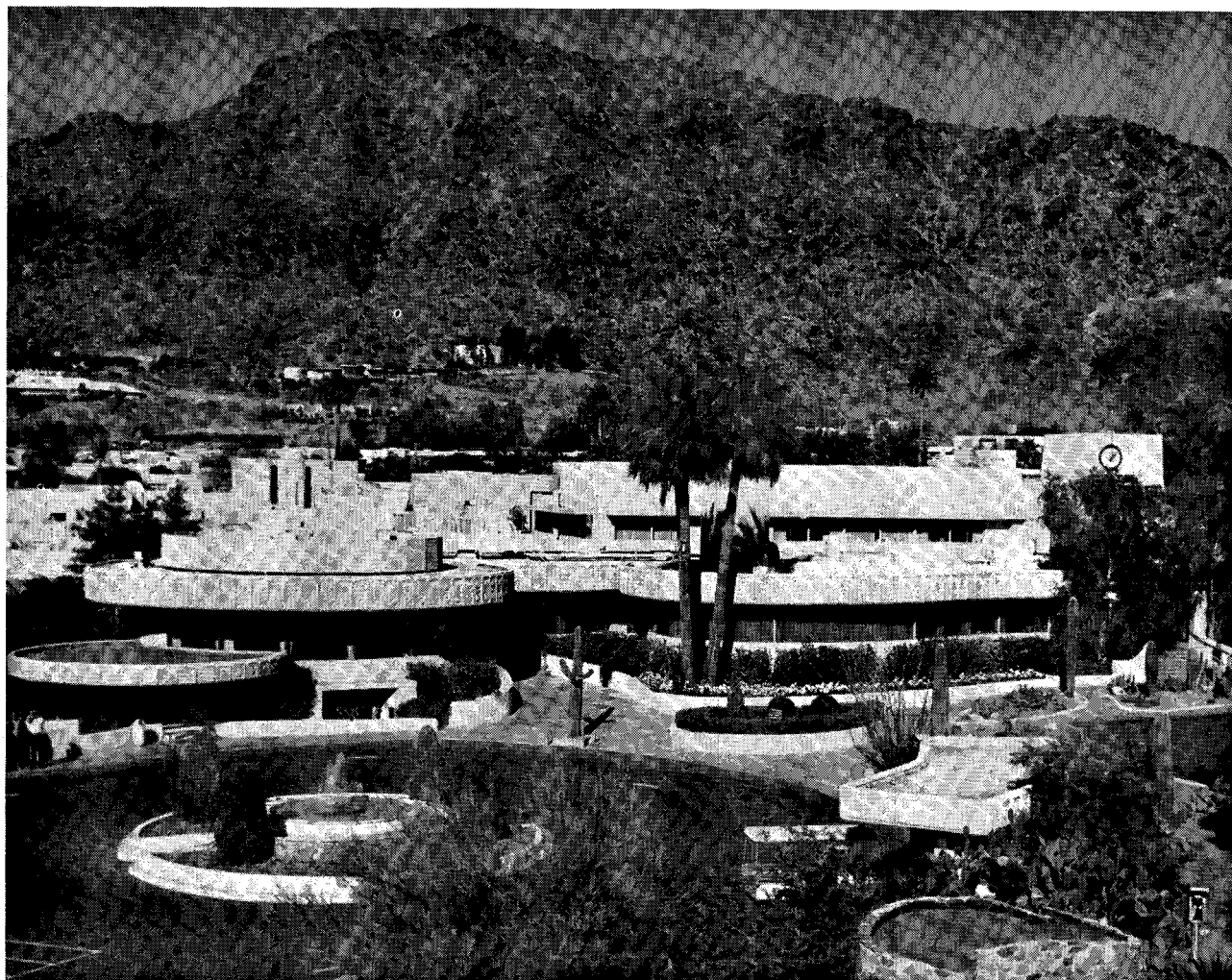
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CIRCLE READER SERVICE CARD NO. 23

# Western Region VII hosts Phoenix Conference and Exhibit



*Photo: Bowerman — Camelback Inn*

All NIRA members are welcome to attend the Western Region VII Conference and Exhibit, September 8-11, 1977 at the beautiful Camelback Inn in Phoenix, Arizona. The 27th western gathering is hosted this year by the Phoenix Industrial Recreation Council.

NIRA's Region VII includes California, Oregon, Washington, Idaho, Utah, Nevada and Arizona. Its members, who hail from the year-round recreation capital of the United States, are known throughout the Association for a tradition of excellent conferences which rival our national meetings in both attendance and scope.

According to 1977 Conference Chairperson **Mary**

**Smith** (Safeway), this year's individual Conference registration fee will be \$65. The price includes registration for all learning sessions *plus* three breakfasts, two lunches, an outdoor steak dinner in the mountains overlooking Phoenix and a Mexican buffet and dance. Lodging at the Camelback is extra, at a low \$24/night, single or double occupancy.

For more information, write or call immediately:

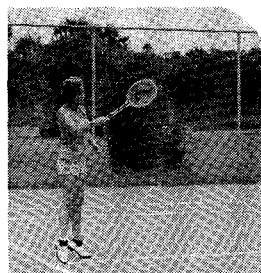
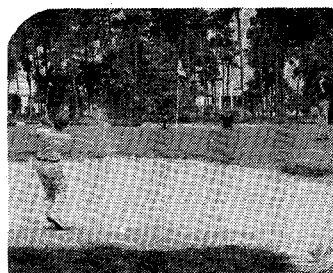
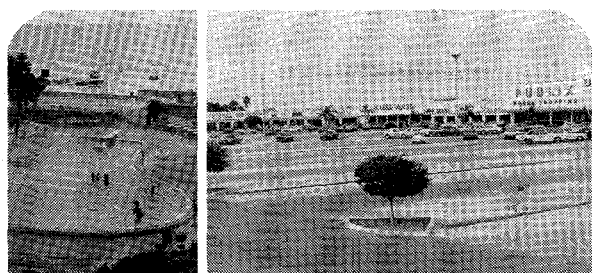
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Another of the CARUTH HOTEL & RESORT PROPERTIES is the North Park Inn of Dallas, Texas — the site of the NIRA Conference and Exhibit for 1978. In appreciation — we'd like to invite all NIRA members to take advantage of a 15% discount on rooms at any of these 3 CARUTH HOTEL & RESORT PROPERTIES.

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# Relaxation Training in a Corporate Environment

by George J. Pfeiffer  
and  
Michael D. Cohen

**I**N recent years, there has been an explosion of interest in techniques which teach people to control stress and tension — and rightly so. Western society has produced a high-speed environment in which success is equated with hard work, sacrifice, marathon work sessions, little sleep and irregular leisure practices. Health statistics reflect the effects of this environment in high rates of heart disease, hypertension, alcoholism, drug abuse, psychosomatic disorders, tension and anxiety.

Although some stress is needed for the motivation to achieve specific goals, people who are under excessive stress lose a healthy perspective. They fail to heed their body's warning signs, the barometers of impending physical or emotional breakdown. Such people cannot or will not relax properly. They have not learned to release tension, neuromuscular and emotional, either through diversion (recreation) or through regimented relaxation exercises.

An upsurge of interest in the control of stress and tension has popularized such Eastern disciplines as Zen, yoga, and Transcendental Meditation and such modern techniques as progressive relaxation, autogenics, relaxation response and biofeedback training.

In the Xerox Corporate Physical Fitness Program, we have answered employee interest in learning various relaxation techniques for home and office use. Although physical activity has been shown to have a greater relaxation effect than a popular tranquilizer, it is sometimes impractical to exercise.

Through periodic lunch-hour relaxation workshops, we instruct employees in the basic physiological principles of stress. We cover its signs and the techniques that can be used at home and at the office to control it. These "manual techniques" teach individuals to use mental imagery exercises, progressive relaxation, auto-suggestion techniques and specific breathing exercises such as Benson's "Relaxation Response". We work with employees in both group and individual sessions using cassette tapes.

Our most popular technique uses biofeedback instruments to monitor such specific physiological conditions as neuromuscular tension and brainwave states. Biofeedback is based on the principle that a specific physiological function can be monitored and converted into a discernable electrical signal — a beeping tone or colored light, for instance. Through conditioning, the subject can learn to control that physiological function by learning to control the signal it produces.

By appointment, employees are trained to use either the electromyograph (EMG) or the brainwave trainer (EEG). Both instruments are used to teach deep-conscious relaxation.

The EMG trainer allows subjects to control progressively specific musculature by learning to decrease the electrical flow to the muscle. Because muscular tension is dependent upon electrical flow to the muscle, visualizing turning off the "switch" decreases tension. The EMG permits instantaneous feedback on the state of the



**Michael Cohen (left) and George Pfeiffer prepare the subject for biofeedback training by cleaning the skin and placing electrodes.**

tension. This allows the subject to develop an acute sensitivity to residual tension which would otherwise go unnoticed. In turn, the visualization of anxiety-provoking imagery demonstrates the interrelationship of mind and body. With practice, a subject can eventually "relax through" or desensitize him/herself from anxiety-provoking situations.

One subject for instance, found that he became "up-

tight" and nervous before speaking in front of a group. Through a series of sessions, he first learned to reach a deep level of relaxation. Then, attached to the EMG, he imagined himself in front of a group and saw the increased tension displayed by the machine's signals. Eventually, he was able to "relax through" the anxiety

**Continued on following page**





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## Relaxation Training continued

by practicing relaxation while he imagined the tension-filled event. Now this individual can minimize the "butterflies" by practicing his technique, without the biofeedback, before he speaks.

The EEG trainer like the EMG machine, teaches subjects to control either their alpha or theta brainwave states, which are indications of conscious relaxation. However, due to individual variance in alpha production, the brainwave trainer is more difficult to control. For this reason, we prefer the EMG.

We have found that our relaxation workshops have been well received by employees and fit well into our physical fitness program. Post-training data from our programs have shown decreased anxiety levels as measured by anxiety questionnaires, significant reductions in muscular tension, and subjective observations of reduced anxiety and more energy. It is our feeling that manual techniques, if not biofeedback techniques, should be incorporated into physical programs as a more holistic approach toward healthy maintenance.

**George J. Pfeiffer, M.S.E.** is Corporate Physical Fitness Specialist, Xerox Corporation, Stamford, Connecticut. Previously he was Manager of Fitness, Sea Pines Plantation Company, Hilton Head Island, South Carolina and Executive Fitness Specialist, Xerox Corporation, Rochester, New York. **Michael Cohen, B.S.E.** is a graduate intern with Xerox, Stamford. **RM**

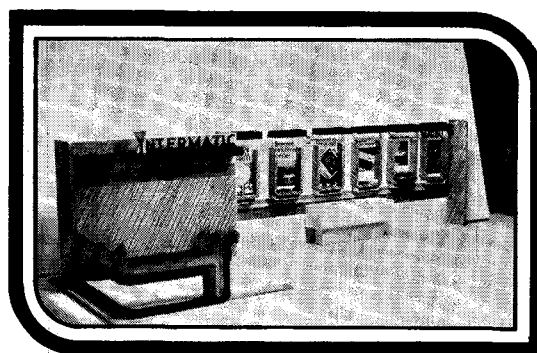
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# Improve Adherence to Your Fitness Program

Part I of a three-part feature

by Robert S. Wanzel, Ph.D.  
and  
Richard R. Danielson, Ph.D.

**H**IGH drop-out rates for physical fitness programs have been considered "normal" for too long. All too often, recreation administrators have been so preoccupied with finding warm bodies to fill their fitness classes that they have forgotten about those who fell by the wayside. If your goal is the improvement of overall employee fitness and performance, you cannot afford to forget the drop-outs. You must work to understand what factors led to their leaving the fitness program. With this understanding, you can improve your program — or build a truly effective one initially.

With this view, the study reported here was undertaken to provide fitness directors with some insights into participant withdrawal patterns and their possible prevention.

## METHOD

A questionnaire was developed that attempted to determine reasons for participant withdrawal from a company exercise program. Specifically, the objectives were to

determine the participants' attitudes toward the fitness facilities and programs and their subsequent withdrawal from that program. A withdrawal was considered to be anyone who had not stayed with the program over a three-month period.

The company fitness center is located in the basement of a com-

munity hall, owned by the company and located on its grounds. The facilities consist of two flat benches, four abdominal boards, two exercycles, two incline boards, two sets of dumbbells (2.5 to 40 lbs.), one fifteen-place Universal Trainer, one two-place abdominal twister, wall pulleys and a small jogging track (34

**In January 1977, Drs. Wanzel and Danielson completed a detailed study of drop-outs from an employee fitness program for a large Canadian resource firm. The results of their study were reported by Dr. Wanzel to the 36th Annual NIRA Conference and Exhibit the following May. RM will publish their report in three parts in its July, August and September 1977 issues.**

**PART I will describe the fitness program and facilities observed in the study. It will cover the types of employees enrolled in the program and the general reasons they gave for dropping out.**

**PART II will continue with a more detailed discussion of employees' reasons for dropping out and how these reasons applied to different groups of participants.**

**PART III will compare participants' objectives for joining the program with their later adherence to its regimen. It will also examine the effect of scheduling on participation and offer several concluding recommendations for recreation administrators who contemplate beginning — or improving — an employee fitness program.**



**A fifteen-place Universal Trainer was included in the fitness equipment available to employees.**

laps to the mile). The exercise and track area has a broadloom-carpeted floor over concrete. The facility is colorful and well kept and music is played throughout the day.

The fitness center is usually open from 9:00 a.m. to 9:00 p.m., Monday through Friday and from 1:30 p.m. to 5:00 p.m. on Saturday. Its hours are shortened to 11:00 a.m. to 7:00 p.m. during July and August.

The fitness center opened in October, 1974 and is open to all of the company's salaried employees and their spouses, as well as to all company pensioners. The only prerequisite to enter the program is the permission of a physician. The use of the facility, and all related services, is free of charge. Participants must supply their own gym attire and towels. The facility has separate locker rooms for men and women, but all workout periods are coed. The company's two full-time fitness supervisors prepare individual fitness programs for each participant.

At the present time, approximately 420 employees in an eligible field of 3,300 actively participate in

the program at least twice a week. The company is spread out over many locations. Most of the fitness center participants come from the nearby headquarters office which has the majority of the salaried employees.

The questionnaire was distributed with a covering letter prepared by the researcher, as well as another letter prepared by the company management. It was mailed by the company, but the completed questionnaires were returned to the researcher in stamped, self-addressed envelopes that were provided.

A method of coding each question was devised to allow for direct keypunching from the questionnaire to computer cards. Subsequently, the keypunched cards were processed to yield frequency distributions. Statistical significance was taken at the .05 level. Chi-square was employed as the test of statistical significance. Comparisons were made between designated age groups, separate and combined sex categories and job classifications.

## RESULTS AND DISCUSSION

A total of 480 questionnaires was distributed to employees who were known to have withdrawn from the company fitness program since its inception, as documented by the program files. Completed replies were received from 189 males (74.4%) and 65 females (25.6%), for a total of 254 responses (52.9%). The total response rate was excellent, since we were dealing with a sample that had displayed its unwillingness to be associated with the fitness program.

Each respondent was categorized according to age, marital status and job classification.

Table I shows that males dominated the age groups after group one (15-25). It also indicates that the majority of the respondents were married (87.4%).

**continued  
on following page**

## Improve Adherence continued

The figures in Table I reveal as well that 55.6% of the respondents were classified as either clerical or technical personnel, while 32% were supervisory or management personnel. Males dominated each of the company classifications.

### REASONS FOR WITHDRAWAL

A number of variables, thought to relate to participant withdrawal, were compared with sex, age and job categories. There were three factors that clearly appear to have

caused many respondents to withdraw: (1) if a participant's usual workout time were crowded (13.7%), (2) if the facility were perceived to be too far from the home or place of work (42.5%) or (3) if the participant felt that his workout

**TABLE I**  
AGE, MARITAL STATUS AND JOB CLASSIFICATION

Ages	Group	Men (%)	Women (%)	Percentage of total population (N = 254)
Under 25	1	43.5	56.5	9.1
25-Under 35	2	74.2	25.8	38.5
35-Under 45	3	80.0	20.0	29.8
Over 45	4	80.7	20.3	22.6
<b>Marital Status</b>				
Single		4.8	10.8	6.3
Married		91.0	76.9	81.4
<b>Job Classification</b>				
Clerical Personnel		61.8	38.2	28.2
Technical Personnel		93.9	6.1	27.4
Supervisory Personnel		98.0	2.0	21.2
Management Personnel		100.0	0.0	10.8
Not a Company Employee		13.3	86.7	12.4

**NOTE:** For the purposes of this study, job descriptions and responsibilities determined how an employee was classified.

**TABLE II**  
ATTAIN, NON-ATTAIN, NO SET OBJECTIVE  
COMPARED WITH REASONS FOR WITHDRAWAL (YES RESPONSE) (%)

Reasons	Attained Objective	Non-Attain Objective	No Set Objective
Workout Program	0.9	9.3	7.3
Locker Room	0.9	8.1	7.3
Instructors	2.7	7.0	2.5
Family Attitude	6.3	2.3	2.4
Supervisors Attitude	1.9	4.8	0.0
Fellow Workers Attitude	2.8	1.2	0.0
Equipment	1.8	4.6	0.0
Workout Crowded	9.2 (4)	18.6 (3)	14.6 (3)
Facility Distance	38.7 (2)	48.3 (1)	43.9 (2)
Injury	5.5	6.9	2.4
Medical Problem	10.9 (3)	12.8 (4)	12.5 (4)
Daily Schedule Rearranged	42.2 (1)	36.9 (2)	47.5 (1)



rearranged his daily schedule too much (40.2%).

An interesting, statistically significant finding revealed that 11.1% of the females left the fitness program because of the personalities of the instructors, while only 1.6% of the males cited this reason. Another significant difference related to this variable showed that 17.4% of age group one (less than 25 years of age) withdrew due to the instructors as compared to a total of 7.5% for the remaining three age groups.

It is extremely risky to speculate as to why the instructors might have had problems dealing with females under the age of twenty-five. It is fair to say that only 4% of the total sample referred to the instructors as a reason for leaving the program.

The job classification comparison revealed that 12% of the clerical and technical personnel felt that their families' attitudes were a reason for discontinuation whereas only 2.0% of the supervisory and management personnel stated this reason.

To delve more deeply into withdrawal reasons, we asked the drop-outs whether their exercise objectives had been attained or, whether the attainment of the objective was the reason for withdrawing from the program. The "attain group" had 118 subjects and the "non-attain group" had 104. The group that had set no fitness objectives on entering the program numbered only 32.

It is interesting to note that of the subjects who achieved their objectives (53.2%) only 3.9% stated this as their reason for withdrawal. Clearly, there were other reasons. Therefore, an examination was made, comparing the previously mentioned categories (Table II).

The figures in Table II show that the three categories of drop-outs have the same reasons for withdrawal. Those who did not attain or set an objective viewed the workout program itself and the locker room facilities to be more important as reasons for withdrawal than did those who achieved their objectives.

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**TO BE CONTINUED  
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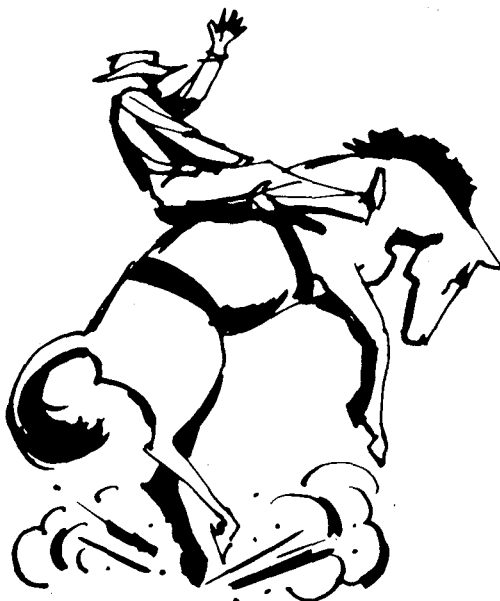
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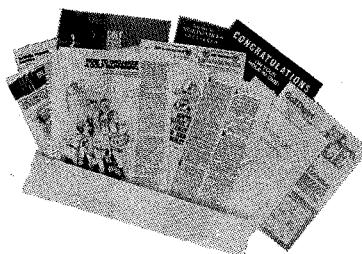
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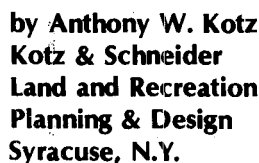
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Here's a facility that won't kill your budget and at the same time will give your members an unusual activity. Bocce is growing in popularity and rightfully so. Competition is often intense and spirited.

Bocce is a form of lawn bowling for two or four players. A small ball, the palline, is thrown out and teams try to get their balls the closest to it by aiming and knocking the opponent's balls out of the way. NIRA has the official rules.

The game can be played on any level surface. However, you can build an outdoor court with materials costing less than \$200. The dimensions of the court can vary with the amount of space available, but 15 x 75 feet is an average size. You should have an additional three feet at the sides and nine feet at each end for buffers. The surrounding walls can be 2 x 12 inch boards set on edge, with the foul lines and end zones painted onto the inner walls. Some courts have shallow depressions in the end zones to keep balls from hitting the backboard and bouncing back into play. The surface may be bare earth or, preferably, a sand-clay mix. As the surface is packed from use, the playing gets faster! Your major concern is good drainage, as the surface must be dry to use.

As the number of your bocce enthusiasts increases, you might consider building a court indoors!



Photograph courtesy of Robert Dispenza

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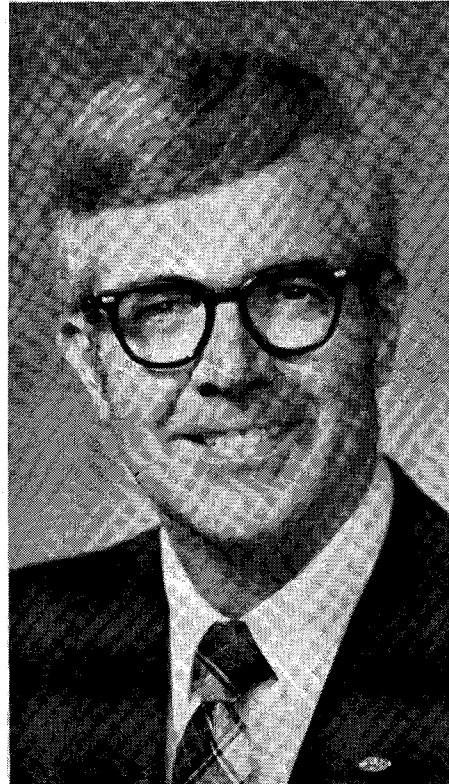
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"Employers have been hearing a good deal recently about how they can make jobs more varied and interesting for their personnel. Perhaps some improvements can be made to make our jobs more fulfilling and thereby enrich our lives, but there are limits to this approach.

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"The 17th century poet George Herbert told us: 'He hath no leisure who useth it not.' Doubtless a reincarnated Herbert would maintain that the worker who spends most of his weekend sprawled in front of his television set has wasted his leisure time. That's a position which can be argued. How-

ever, the Monday morning blahs are probably much more likely to strike the workers who did nothing in particular on the weekend than those who went golfing, sailing, camping, fishing, skiing, or model airplane flying.

"The latter have changed their environments and attitudes on their own time. The former, having failed to use their leisure time to 'get out of the rut,' may return to the job feeling deeply mired.

"That's one of the reasons why our company sponsors literally hundreds of teams, clubs and special interest groups among its personnel. In this way, our people who would like to try a new activity, hobby or sport can find ready-made groups that are anxious to welcome them into membership and to teach them the ropes.

"We're going to continue our efforts to insure that our personnel have the best opportunities to make good use of their leisure."

---

From *Top Management Speaks*

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## names in the news



Frank B. Davis, CIRA

NIRA Past President **Frank B. Davis, CIRA** died April 13, 1977 in Burbank, California. He was 64.

Davis began his career in employee recreation in 1940, when he was hired as assistant athletic director for Lockheed Aircraft Corporation in Burbank. He later moved up to athletic director. From 1950 until his retirement in 1968, Davis was executive director of the Lockheed Employees Recreation Club (LERC). Under his direction, the Burbank program won the NIRA-Citizens Savings Award for overall excellence in recreation programming. Last year, the LERC auditorium was dedicated in his honor.

Davis was an early and strong supporter of NIRA. He was the first winner of the NIRA Achievement Award in 1958. He served as NIRA Treasurer for fourteen years and was twice a Vice President. Davis originated the prestigious NIRA publication, *Top Management Speaks*, in which leaders of the nation's prominent industries state their reasons for supporting employee recreation and services. The book was most recently revised in 1976. Davis served the Association as President during 1964-65.

He is survived by his widow, Lita, and two sons, Gordon and Allan.

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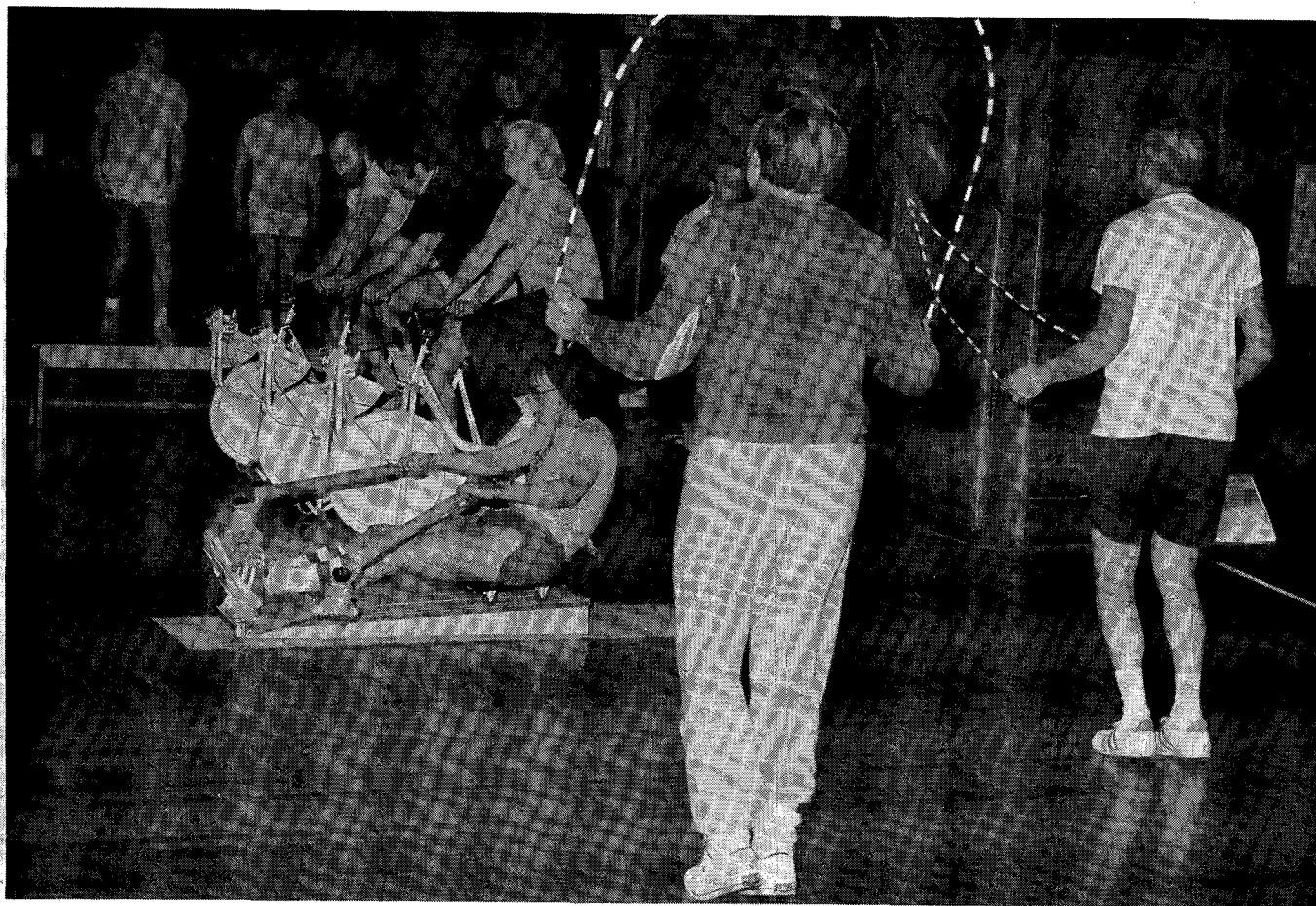
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# Keeping "The Feds" Fit

A pilot fitness program  
aims at preventing heart attacks

by Bert Knitter  
Program Coordinator  
Occupational Health Physical Fitness Program  
U.S. Department of Justice



The aerobics portion of a typical class: rope skipping, rowing, riding stationary bicycles and bench stepping.

**T**HE United States Department of Justice (DOJ) in Washington, D.C. has taken advantage of existing legislation to establish a prospective health and physical fitness program for its employees. Unlike earlier government fitness programs, DOJ's efforts go beyond stress testing and exercise prescription. Unique aspects of its new Occupational Health Physical Fitness Program (OHPFP) include structured exercise classes, nutritional counseling, health clinics (blood pressure, deep muscle relaxation, coping with stress), and intervention workshops to help people eliminate poor health habits. The program is a prototype being refined for possible national implementation within federal government agencies. In the next few months preretirement counseling in fitness, health and leisure will be added for those participants 55 years of age or older.

## PROGRAM DESIGN

The Occupational Health Physical Fitness Program is a preventive health regimen designed to reduce the incidence of heart disease among DOJ employees in the high-risk category. Seven basic risk factors are used to screen applicants for the program. They are:

1. **Family history** — People have a seven-fold greater risk of coronary death than the general population, if either of their parents has premature evidence of atherosclerosis.
2. **Diet and serum lipids** — cholesterol/triglycerides
3. **Arterial hypertension**
4. **Cigarette smoking**
5. **Obesity**
6. **Psychosocial tension**
7. **Sedentary living/physical inactivity**

Discounting hereditary factors, which obviously cannot be altered, aerobically oriented physical fitness programs have been proven to alter to some degree all six remaining risk factors. As people become involved in exercise programs, they become more aware of the foods they eat, including their caloric intake, and many concentrate primarily on shrinking their waistlines. Complementing this new awareness of diet with the increased physical work load (caloric expenditure) inherent in the exercise program, participants not only reduce their weight, they also reduce the ratio of fat to lean body tissue.

Many studies have shown that exercise has a positive effect on reducing arterial hypertension. We have found, furthermore, that as participants get into the conditioning program they tend to gain self-confidence and examine their lifestyles more closely. In many cases, this leads to a reduction or elimination of smoking.

THE HEALTH FITNESS OF FEDERAL EMPLOYEES FOR EFFICIENT PERFORMANCE OF THEIR ASSIGNED WORK IS AN IMPORTANT ELEMENT IN A PROGRESSIVE PERSONNEL MANAGEMENT SYSTEM AND IN EFFECTIVE ADMINISTRATION OF FEDERAL PROGRAMS. THE HEAD OF EACH DEPARTMENT AND AGENCY, THEREFORE, WILL REVIEW EXISTING PROGRAMS AND IS AUTHORIZED AND ENCOURAGED TO ESTABLISH AN OCCUPATIONAL HEALTH PROGRAM TO DEAL CONSTRUCTIVELY WITH THE HEALTH OF THE EMPLOYEES OF HIS DEPARTMENT OR AGENCY IN RELATION TO THEIR WORK. — Circular Number A-72 from the Office of Management and Budget (June 18, 1965).

Obesity is eliminated by reduction of caloric intake, increased caloric expenditure, and the adoption of a more positive lifestyle.

Exercise also plays a significant role in helping employees cope with stress. Initially, the exercise regimen provides a way of releasing pent-up tension. The residual feeling of well-being that immediately follows conditioning also has a therapeutic effect in terms of anxiety reduction. As the individual improves his/her physical condition, he/she can cope more effectively with all forms of stress, whether physiological or psychosocial.

Finally, it is clear that the behavioral modification that causes an employee to enter and continue in a physical fitness program directly attacks the problems of sedentary living.

The primary training course used in our program is aerobic exercise done at 75-85% of the individual's target heart rate, for 20-30 minutes, three times a week. Structured exercise sessions conducted twelve times weekly supplement the basic aerobic workout with warm-up routines, flexibility work, muscle toning, weight training (high repetition-low resistance), and relaxation training as a cool down.\*

Prior to an employee's involvement in the OHPFP he/she is cleared both by his/her personal physician and our own staff cardiologist, who uses a functional capacity, multi-lead tread-mill exercise stress test. Three such tests are given throughout the year at four-month intervals (pre-involvement, mid-point and end point). Anthropometric measurements are taken in conjunction

Continued on following page

with these stress tests to establish and monitor lean body mass. Additionally, blood is collected to determine serum lipid consistency or fluctuation.

The objectives of the testing program are:

1. To establish a diagnosis of latent heart disease
2. To evaluate cardiovascular functional capacity, particularly as a means of
  - a. clearing people for strenuous work or exercise programs
  - b. prescribing individual programs of exercise
3. To evaluate responses to exercise programs
4. To increase individual motivation for entering and adhering to exercise programs

Following each evaluation, the participant is given an exercise prescription based on his/her present level of fitness, recreational and fitness interests, and goals and objectives.

Following the exercise prescription, participants are given an "exercise orientation" through which they are familiarized with various principles of exercise and shown how to use the equipment in the Department of Justice facility. Structured classes meet on Monday, Wednesday and Friday at 8:00 a.m., 10:00 a.m., noon and 3:00 p.m.

When employees enter the program, most are unable to do sustained aerobic work. A circuit interval designed by Dr. Donald C. Paup, Director of Exercise Programming for George Washington University's National Exercise and Heart Disease Project, is used to condition participants to progressively higher workloads.

The muscle toning and strength improvement portion of the Justice program was designed by Dr. Richard O. Keelor of the President's Council on Physical Fitness and Sports. It features exercises recommended by leading orthopedic specialists to give major muscle groups the basic residual strength needed to prevent atrophy.

### COUNSELING APPROACH: SELF CARE CONCEPT

While it is true that exercise can significantly reduce coronary risk factors it *must* be supplemented with the necessary educational and counseling programs to provide participants with the impetus to improve their health.

Five senior nursing students from the Georgetown School of Nursing have worked with our program participants to increase their awareness of health as a dynamic concept. Nursing efforts were directed toward the participants' stated goals, improving what is healthy about them while assisting them in eliminating non-healthful behavior.

### CARDIOPULMONARY RESUSCITATION

Cardiopulmonary resuscitation (CPR) is the first aid procedure which can save a heart attack victim with a combination of artificial respiration and external heart massage. (See "CPR Training," *RM*, August 1976, p. 19.) Any attempt to reduce the nation's cardiac mortality rate must include mass CPR training. Through our Occupational Health Physical Fitness Program, DOJ has purchased the mannequins, teaching aids, and other materials needed to train a substantial number of Justice employees. Three groups have already been taught the technique and others are being scheduled at a rate of one class per month.

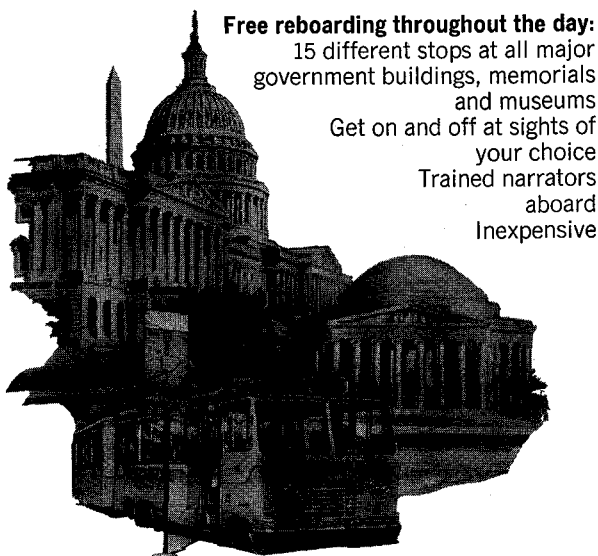
When employees complete CPR training, their names, telephone numbers and room numbers are listed on the front page of the Department's telephone directory. This system puts rescuers seconds away from potential victims.

### PRELIMINARY DATA

At the date of this publication, data collection for the second round of stress tests is not available. The information gathered from the first round, however, is quite interesting. Of the 291 individuals tested, 57 showed signs of cardiovascular abnormalities. Five participants had problems so severe they required follow-up medical attention (Table).

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## CARDIAC RISK FACTORS

	MALES	FEMALES
Abnormal Exercise Electrocardiograms .....	21%	17%
Elevated Blood Pressure (hypertension) .....	30%	13%
Elevated Blood Cholesterol Levels .....	23%	8%
Elevated Blood Triglyceride Levels .....	37%	8%
Excess Body Fat .....	81%	92%
Low Aerobic Capacity .....	71%	96%

Additionally, the incidence of low-back pain in a large majority of cases is attributable to a lack of muscular strength and endurance of the trunk and abdominal muscles, as well as a lack of flexibility of the hip and leg musculature. Our findings in this area show the following:

## LOW-BACK PAIN RISK FACTOR

	MALES	FEMALES
Lack of Muscular Endurance .....	54%	79%
Lack of Flexibility .....	62%	38%

## SAVING THE TAXPAYER (EMPLOYER) MONEY

Participants in the Occupational Health Physical Fitness program range in grade levels from GS 4 (\$8,316/year) to GS 18 (\$47,500/year). The total yearly income of those individuals with cardiovascular abnormalities is \$1,842,149. If all 57 were to suffer heart attacks, the medical costs alone would total more than \$570,000†. Using the standard figure for lost productivity due to illness (160% of earned income) for the average period of convalescence associated with a heart attack (3 months) the bill for DOJ symptomatic employees would be \$736,859.60.

Remember, this is for only 57 employees. When one considers that government is the country's third largest employer (after manufacturing and sales) our total

losses due to employee heart disease are staggering.

The Occupational Health Physical Fitness Program is presently in its first year of operation and, as such, has incurred many one-time-only costs. These include facility construction and equipment purchases. Even so, if the program saves just ten employees from having heart attacks, it will have been cost effective.

*\*Cool down consists of Dr. Edmund Jacobson's technique (alternate tensing and relaxing of the major muscle groups) complemented by autogenic response done in the yoga Corpse Pose position.*

*†Georgetown University Hospital estimate based on 1977 costs for a 15-day hospitalization, medications, and physicians' fees.*



Left To Right — Craig Edwards, Bert Knitter, and Sharon Jacobson — The Staff of The Occupational Health Physical Fitness Program. RM

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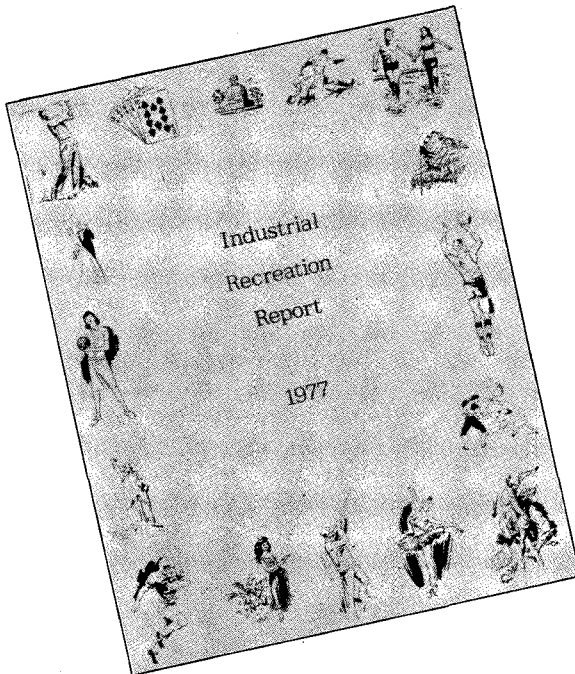
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# There's Big Money In Those Recycle Bins

**P**APER recycling is big business for Control Data's employee clubs. **Ron Hurst**, employee recreation and services manager, estimates that the 19 clubs sponsoring facility recycling programs generated more than \$100,000 in revenue in 1976. Of that total, just over \$73,000 was brought in by the Minneapolis/St. Paul, Minn. facility clubs, which collected 1300 tons of paper.

That \$73,000 will be added to profit on recycling programs from previous years and used for improvements to the employee recreation area. Other clubs throughout the U.S. use the money they earn on recycling programs for club activities. In the San Francisco, Calif. area, the Bayview Club donates 25% of their net earnings to an ecology organization which has used it to purchase virgin redwood forest land.

Facilities and administration began collecting paper products for recycling at Minneapolis headquarters about ten years ago, according to John Black, general manager, corporate facilities administration. "As costs of hauling wastes to the dump rose we initially purchased compactors to compress the loads so fewer hauls would be required. We then realized there was a dollar value in

tab cards and started selling them to a paper recycler," said Black. "Later, other paper products, such as ledger and mixed paper, became valuable so the program was expanded."

A few years ago it was agreed that employee clubs which chose to become involved in promoting the programs and, in some cases, collecting the paper to be recycled, could receive the profits. Nineteen of the 27 clubs now active at Control Data facilities are participating in recycling programs. In most cases, facilities administration departments arrange for collection and delivery to bins or shipping docks at the facilities where the computer paper, tab cards, boxes and other assorted pulp products are picked up by local companies in the recycling business. "The programs would have little chance of success without the cooperation of all employees and the facilities administration people," said Hurst.

The Bayview Club was the first club to get into the recycling business. Don Nelson and Al McDearmon, programmer/analysts, are among several Sunnyvale, Calif. facility employees who started collecting paper at Sunnyvale in 1971. "We just felt it was a terrible waste to throw it out and it was costing

the company \$200 each month to have it hauled away," said Nelson. In 1974 the employee club took over the job and mail clerk Greg Gehrig now picks up the paper.

The Bayview program generated \$11,475 in revenue for 1976, according to club secretary and recycling program coordinator Barb Smith, a secretary in personnel at Sunnyvale. Said Smith, "After costs, 25% of the remaining profit — \$2,560 this year — is given to the Sempervirens for the purchase of forest land."

Each participating club has a recycle chairperson who posts announcements urging employee cooperation and oversees the placement of bins, coordination of collection activity, etc. At Minneapolis headquarters the Logotivities Club also maintains a trailer in the parking lot for employees who wish to drop off their newspapers for recycling.

**RM Editor's note: for more information on the recycle program at Control Data, contact Ron Hurst, Employee Recreation and Services Manager, Control Data Corporation, P.O. Box 0, Minneapolis, Minn. 55440 — Phone (612) 853-3676 or 830-6118. RM**

**Reprinted from *Contact* — for Control Data People,  
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by  
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**Q.** We have a collection of books, magazines and other reading materials in the recreation office. If properly organized — and, perhaps expanded — it might serve as a basis for a lending library. What experiences have other companies had with honor system libraries for their employees?

**A.** Libraries for employees are a valuable service that should be provided in your industrial recreation program. There are few complete libraries offered in industry, although variations of the service are common. In our experience, honor system lending libraries have not proven to be successful. Books, more than any other commodity, are frequently lost, damaged, and misused. The borrower does not handle books with the same care he exercises with borrowed athletic equipment. A lending library must be operated like the public library system. This requires rules, fines, and controls. One or more persons must be in charge and be knowledgeable of library duties, including record keeping, replacement processes, inventories, purchases, arrangement and category controls, housekeeping, maintenance and repair.

Some recreation clubs provide magazine libraries only. They solicit old magazines from members and supplement them with subscriptions paid for by the association or company. The use of these periodicals is usually confined to the area in which they are stored or displayed. Sometimes, coin-operated photocopy machines are installed so that readers may retain articles of special interest to them.

Most efficient recreation departments have departmental libraries within their work areas. They contain texts, magazines, newsletters and books concerning the recreation field. Again, these are carefully controlled. Materials are usually available for loan only to committee chairmen or officers of the recreation association. Others must use them in the area. Restricted use by committee members and officers can be controlled with little effort or expense.

Some clubroom lounges provide paperback books donated by members and do not attempt to inventory or control their use. This comes as close to an honor system library as we have seen, but it, too, presents problems in keeping a flow of donated paperbacks feeding into the library and in monitoring the kinds of material accepted.

Large companies often have business libraries located in the plant or office for the exclusive use of supervisory personnel. Some have extended the use of these libraries to all personnel and include recreational, employee services, and general interest material. Here again, a librarian is hired and controls are maintained.

To encourage the recreation of reading, some programs have instigated semi-annual book sales and exchanges, where surplus reading material is donated or traded by employees. A percentage of the sales can be returned to those supplying the books, or such books can be considered an employee's donation to his recreation association for fund-raising purposes. After the sale, or swap, remaining books are placed in the clubhouse for reading with no controls, or are given to charitable organizations.

Other programs arrange for new books or magazines to be sold to employees at a discount. Some publishers will sell surplus books for less than their printing costs. If these can be obtained for sale, they can generate a profit for the association and savings for the employees. Other recreation programmers have worked closely with public library officials, asking them to supply book reviews, lists of new books and advice on library management. Classes in speed reading and reading skills, established through local colleges or with public library assistance, can become a part of your library program.

Bulletin boards and the plant newspaper should be used to publicize good reading material available at your library. At income tax time, books on tax preparation should be listed, for example. A variety of materials on such popular topics as gardening, home improvement, crafts, appliance repair, furniture refinishing and auto repair should be listed. A travel rack should be installed to provide information on vacation areas and employee travel programs. A special section featuring NIRA and our suppliers who discount travel and accommodations should be part of the display. Brochures and fliers can be requested on a regular basis to keep the racks full.

I hope this general information will assist you in your plans for reading as a recreation activity. I look forward to hearing from you when you have begun a reading program and a library for your employees.

RM

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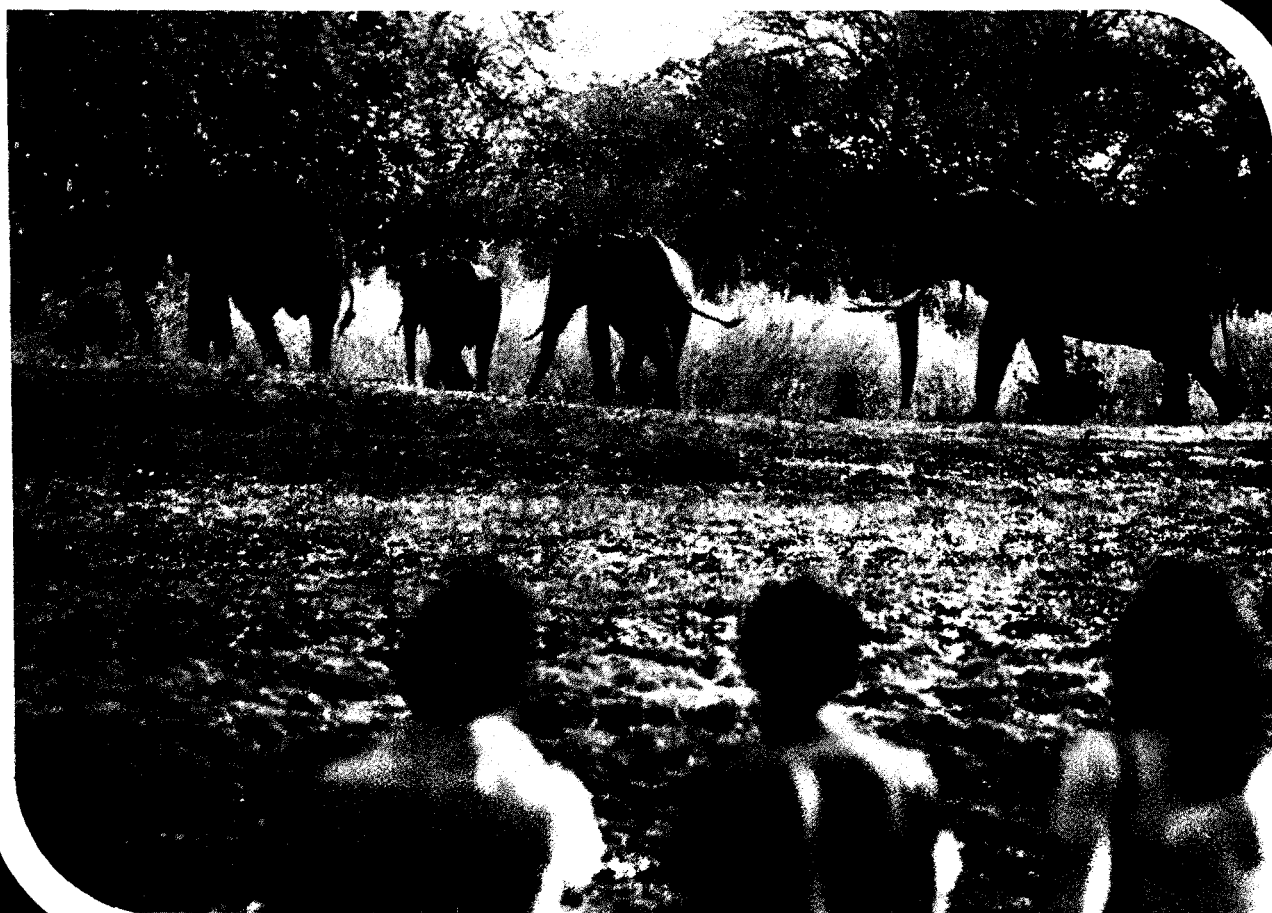


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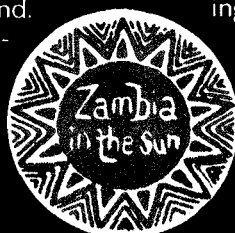
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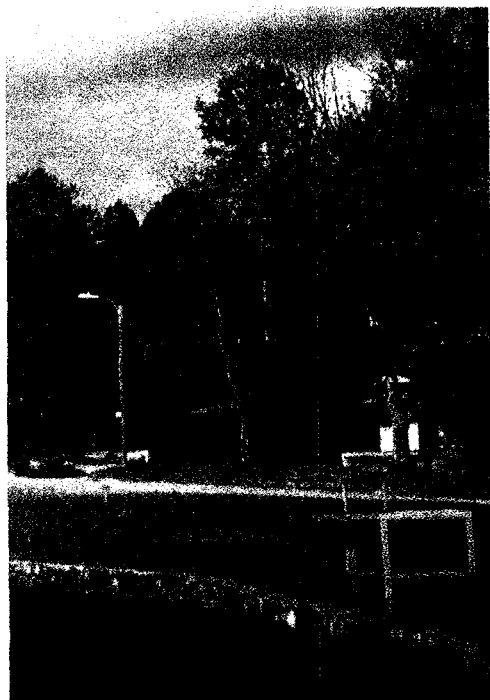
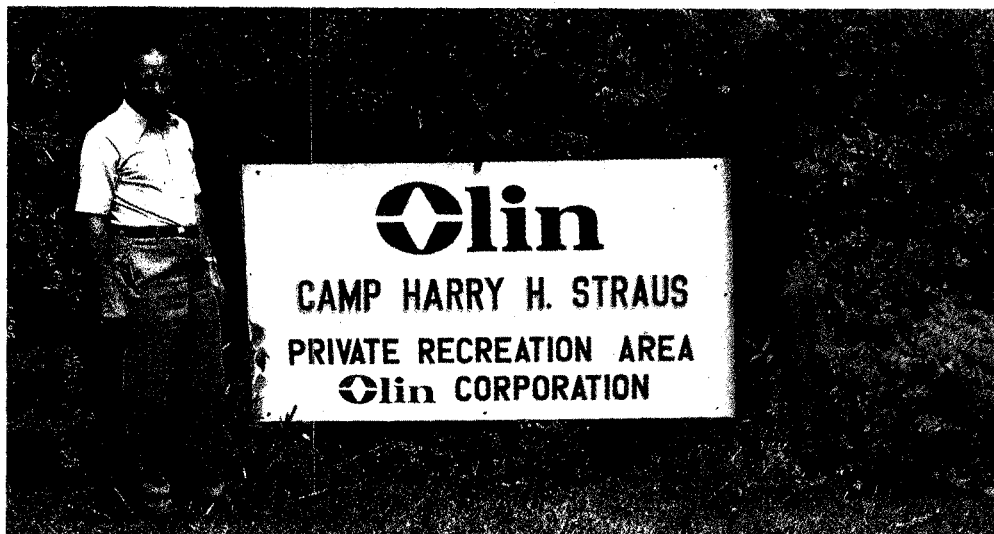
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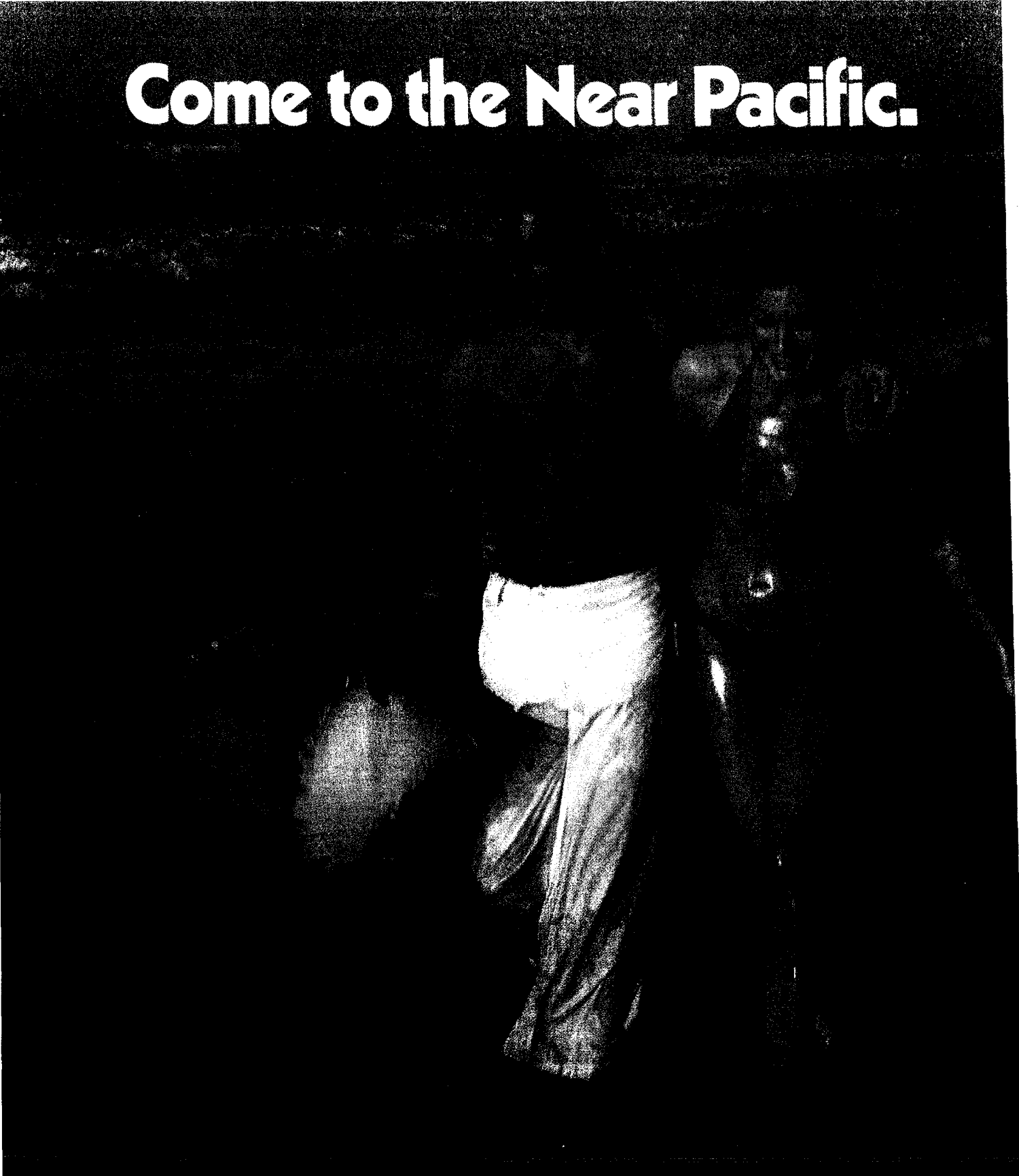
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# recreation management

Volume 20, Number 6

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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.  
Controlled circulation postage paid at New Richmond, Wisconsin 54017.  
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## about the cover



Our cover subject for this Conference report issue is 1977-78 NIRA President Fritz J. Merrell, CIRA (Olin Corp.). Merrell is Supervisor of Employee Activities for Olin in Pisgah Forest, North Carolina. Pictured on our cover are just some of the many programs and facilities Merrell administers. Left to right, from the top: an aerial view of Olin's private employee recreation area, Camp Harry A. Straus; Olin youngsters climbing the greased pole at an Independence Day celebration; Merrell at the entrance to Camp Straus; Olin's softball champions in action; the employee swimming beach and bath house; Olin families enjoying a company picnic.

Fritz J. Merrell was unanimously chosen NIRA President-Elect by Association voters in May 1976. He succeeded Roy L. McClure, CIRA (Lockheed-Georgia) as NIRA President at the May 1977 Conference and Exhibit in Orlando, Florida. He had previously served for many years as a member of the Board of Directors. Merrell's one-year term as President runs through the May 1978 Conference and Exhibit.

Next month: Fall travel planning issue

# The NIRA President would like a word with you . . .



**Fritz J. Merrell, CIRA**  
**Olin Corporation**  
**NIRA President**

*Lead, follow or get out of the way.* NIRA came out of the 1977 Conference and Exhibit ready for new action. The summer months have traditionally been a time for "coasting". This summer, though, NIRA is taking off in a vital new direction. New Board members, new staff people and an unprecedented new growth in grassroots involvement are all part of the drive.

## NEW BOARD MEMBERS

Several young new faces appeared around the table at the first meeting of the new Board of Directors, May 16. We "old timers" welcome the new Directors and hope they will inject fresh ideas into the governing of the Association. The full Board is listed on page 2 of RM. A special welcome to every member in a new position:

President-Elect **Richard Brown, CIRA**  
Vice President of Finance **Jerre Yoder**

## . . . about NIRA on the move

Vice President of Regional Management **A. C. "Al" Ward**  
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Region VI Senior Director **Cheryl Jones\***  
Region VI Junior Director **Reeves Tevis**  
CIRA/CIRL Director **John Tutko, CIRA**

\*First-time member of the Board

## NEW STAFF PEOPLE

Major staff changes will help make the NIRA headquarters office more sensitive to members' needs and more involved in increasing membership. I am pleased with the Board's selection of **Patrick Stinson** as Executive Director. I have known Pat during the three years he was Assistant Executive Director. He knows NIRA and understands, from "hands on" experience, how to keep the Association moving ahead. Pat also offers the genuine, straightforward personal approach which

will help us win new members and grow in public stature.

I also applaud Pat's selection of **Mike Brown, CIRA** as our Assistant Executive Director. Mike has been a recreation director himself and knows the needs and problems of our members, present and potential. As a past member of the Board, Mike also knows the internal workings of the Association. The Board unanimously supports his addition to the staff.

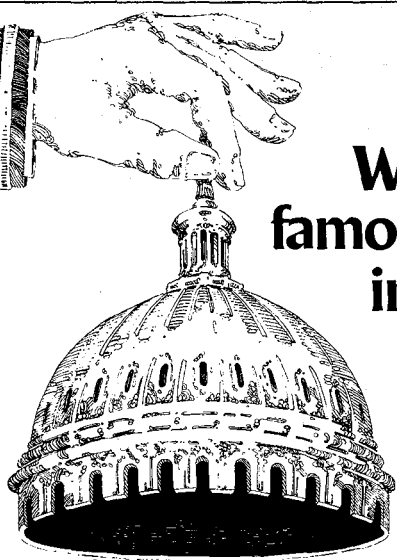
## GRASSROOTS GROWTH

An unprecedented spurt of vitality at the grassroots level this year has brought a rash of new local NIRA activities. Active members in several regions have taken on the serious volunteer responsibility of organizing regional conferences.

The largest and best established regional conference in NIRA, aside from the national meeting, is conducted by western Region VII. Our western members will hold their 1977 Conference and Exhibit in Phoenix, September 8-11. For the first time in a generation, Region II will also hold a conference, October 21-23 in Columbus, Ohio. Region I hopes to host a conference of its own in late October in Andover, Mass. Region III, as well, is exploring the possibility of holding a one-day seminar this fall near Chicago.

Region VII has built a tradition of well-organized conferences. Every other conference effort, however, has arisen from member initiatives *this year*. This new grassroots involvement, more than any other single factor, convinces me that NIRA is unmistakably on the move.





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# nira news

## El Salvador tourism soars

North Americans have swelled the tourist flow to El Salvador by more than 700% in the past five years, according to Edgardo Contreras-Schneider, managing director of the El Salvador Tourist Commission. The Commission, a NIRA Associate member, began to court North Americans seriously only four years ago. The country's tourism budget has doubled each year since, said Contreras, quoted in a *Travel Trade News* story.

The campaign has paid off handsomely for the Salvadoreños. In 1972, the country hosted some 15,000 visitors from the U.S. and Canada. Four years later, 110,000 tourists visited El Salvador from

those two countries. The tiny Central American country has geared up for the influx of North Americans by developing resort facilities at a record rate. According to Contreras, El Salvador expects to double its available accommodations in 1977 alone. Additional development of accommodations in all ranges is planned.

In an effort to attract North Americans in even greater numbers, El Salvador is publicizing a summer-long "Marimba Fiesta". Typical tour packages will emphasize native barbecues, costumed feasts and shows and special tours. All are designed to convince North Americans that El Salvador offers a new tropical paradise, surprisingly close to home.

## Holiday Inns hosts RV travelers

Once, vacationers who stayed in motels and those who moved their accommodations with them in recreational vehicles seldom met. If the newest experiment by Holiday Inns shows positive results, that traditional separation may become a thing of the past.

The first Holiday Inn Mini Trav-L-Park opened recently in Crestview, Florida. The Mini Trav-L-Park, a 33-space recreational vehicle park, is located on property owned by the Holiday Inn of Crestview. Campers will have full access to the Inn's swimming pool, restaurant and lounge.

The Park itself offers full utility hook-ups, picnic tables, rest rooms, showers and a coin-operated laundry. Campers register through the front desk at the Holiday Inn.



**NIRA Newsnotes . . . the Women's International Bowling Congress (WIBC)** recently registered its four millionth member. She is 22-year-old Jamie Bartlome of Boise, Idaho. The WIBC, the world's largest sports organization for women, was organized in 1916. Its millionth member was registered in 1958. The Congress has quadrupled in size since then . . . NIRA-member **E.I. Du Pont de Nemours & Company** has been honored by the National Council on Alcoholism, Inc. for its outstanding alcoholism rehabilitation program. The program, founded in 1942, has worked with more than 3,000 employees, retirees and family members. For information about the program write: E.I. Du Pont de Nemours & Company, Inc., Wilmington, Delaware 19898.

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**Members vote return  
to traditional NIRA titles**

NIRA members have voted overwhelmingly to return to the official Association job titles used prior to November 1976. A final tally of the postal referendum vote by 1977-78 NIRA President Fritz J. Merrell, CIRA (Olin Corporation) showed that more than 88% of those who voted favored the switch.

The titles, noted below, were altered by a November 1976 postal referendum. It was reasoned at that time that the change would make NIRA leadership titles similar to those for analogous positions in private industry. The intervening months have shown, however, that the original titles are more clearly understood both within NIRA and in business and industry.

At their annual meeting, May 15, 1977, in Orlando, Florida, NIRA regional representatives reported that the general membership nationwide favored the traditional titles. The NIRA Board of Directors ordered the recent referendum in direct response to requests by delegates from virtually every NIRA region.

Following his official tally, President Fritz Merrell returned all ballots to the NIRA office in Chicago where they are available for review by any NIRA member.

**NIRA MOVES WEST**



**37th Annual Conference & Exhibit**

**May 18-23, 1978**

**NorthPark Inn — Dallas, Texas**

**1977 NIRA TITLE CHANGES**

<b>Previous Titles Adopted November 1976</b>	<b>Current Titles Adopted June 1977</b>	<b>Current Officers *Elected/ †Staff</b>
Chairman of the Board	President	*Fritz J. Merrell, CIRA
Chairman-Elect	President-Elect	*Richard M. Brown, CIRA
Vice Chairman	Vice President	
	Finance	*Jerre Yoder
	Membership	*Kenneth C. Wattenberger, CIRA
	Public Relations	*Arthur L. Conrad, CIRA
	Regional Management	*A.C. (Al) Ward
	Research & Education	*Edward C. Hilbert, CIRA
President	Executive Director	†Patrick B. Stinson
Vice President	Assistant Executive Director	†Michael T. Brown, CIRA

All other NIRA job titles, elected and staff, have remained unchanged throughout.

rm

# A new Look at the NIRA Office

## Patrick Stinson appointed Executive Director Michael Brown becomes Assistant Director

Spring 1977 brought a new look to the NIRA staff. Two new men have moved to the top positions in the national headquarters office.

**Patrick B. Stinson** was appointed NIRA Executive Director by the Executive Committee, with the approval of the full Board of Directors. He, in turn, appointed **Michael T. Brown, CIRA** as the new Assistant Executive Director. Stinson took office immediately upon his appointment, May 12. Brown joined the staff on June 20.

Stinson holds a B.S. in recreation. He joined the NIRA staff fulltime in June 1974 as the first Director of Membership Promotion and Services. The following February, he accepted the additional title of Assistant Executive Director. Stinson's primary efforts during the past three years have been devoted to membership promotion and services. He has also been extensively involved in the organization and administration of the Association's Conferences and Exhibits. He served as Acting President (Executive Director) from April 1, 1977 until his for-

mal appointment as Executive Director in May.

"I am looking forward to working with the good people I've come to know in the NIRA organization," said Stinson after his appointment. "We must put more emphasis on building membership and serving all our members. We have to look to the Industrial Recreation Councils and their members at the local level for our strength and greatest growth potential. We here at the NIRA office cannot forget that we exist for the members. They are the people we are working for."

Michael T. Brown, CIRA shares Stinson's belief in the importance of member services. As Assistant Executive Director, Brown will be responsible for membership promotion and services. He comes to the job well-equipped by his experience as a recreation director and as a past member of the NIRA Board of Directors.

Brown holds a B.S. in education with Associate's Degrees in both liberal arts and business administration. He has been Activities Coordi-

nator for R.R. Donnelley & Sons Company in Chicago since 1973. As an employee activities professional, he became very active in NIRA and was elected to the Board of Directors in 1975. The following year, he became a founder and the first president of the Chicago Association of Recreation and Employee Services (CARES), the Industrial Recreation Council in the windy city. In May 1977, he was reelected by his Region III constituents to another two-year term on the Board. Shortly thereafter, he resigned from the Board to accept his staff position. A new Director will be appointed by Region III Senior Directors **John Bowman, CIRA** (Bethlehem Steel) and **Eugene Miller, CIRA** (Michigan Bell Telephone Co.) to fill Brown's unexpired term on the Board.

"Mike is a very welcome addition to the NIRA staff," commented Pat Stinson recently. "His experience as a recreation director, an IRC president and a member of the Board will be invaluable to the Association. We are fortunate to have a man of his caliber on the staff."



**NIRA Assistant Director Michael T. Brown, CIRA**

The NIRA staff includes three other fulltime employees, in addition to Stinson and Brown. Editor **Mary Morris** is responsible for *Recreation Management Magazine*, publishing the NIRA newsletters and various other Association publications. **Kimberly Sobczak** is Secretary and



**NIRA Executive Director Patrick B. Stinson addressed the first educational session of the Orlando Conference and Exhibit.**

Administrative Assistant to Pat Stinson. She is the Association's executive secretary, with additional responsibilities for bookkeeping, office equipment and supplies, and general correspondence. Secretary **Jana Burdick** works with Mike Brown in membership promotion

and services. She is also NIRA's receptionist.

*Every member of the NIRA staff sincerely welcomes communication with members. Please let us hear from you.*

RM

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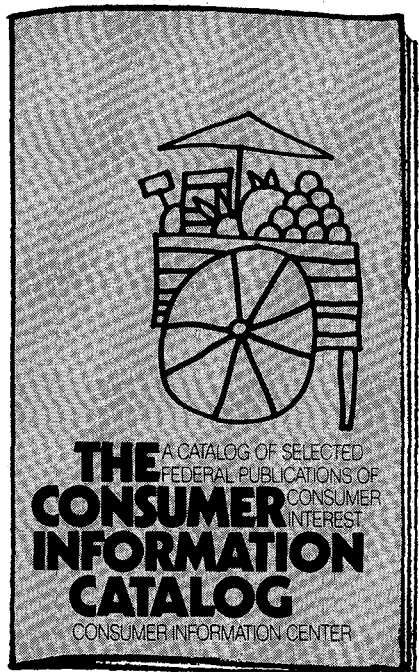
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# news in brief

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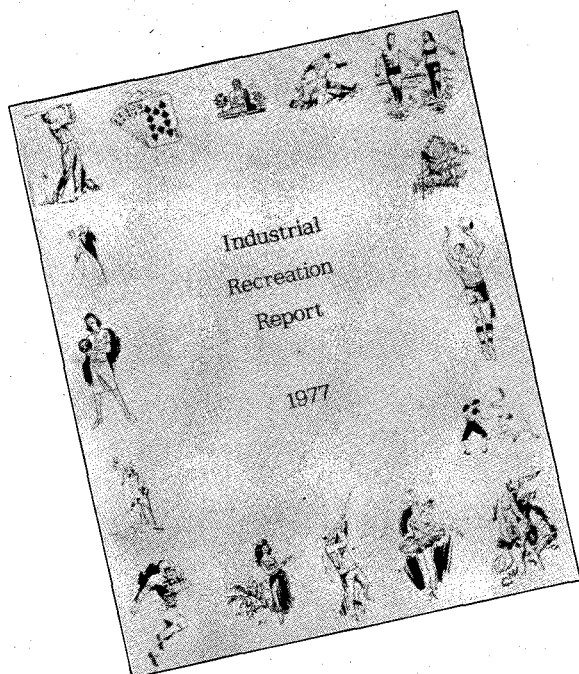
The free 15-page *Catalog* could be valuable either for recreation administrators who order publications for the employee library or for employees who wish to order information on topics of their own individual interest. The most recent listings fall into several general consumer topics. A small sampling includes:

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## Fritz J. Merrell, CIRA 1977-78 NIRA President



Fritz Merrell (left) accepts the Presidential gavel presented by 1976-77 President Roy McClure at the May 1977 NIRA Conference.

NIRA's President for 1977-78 comes to his office after a full career in employee recreation and services as well as many years' service to the Association.

**Fritz J. Merrell, CIRA** has lead recreation for Olin Corporation for thirty years. As Supervisor of Employee Activities, Merrell administers a wide-ranging program for the employees of Olin's Fine Paper and Film Group in Pisgah Forest, North Carolina. Central to Merrell's program is Olin's 325-acre Camp Harry A. Straus Recreation Area. Facilities at the Camp include a gymnasium, a lodge, baseball and softball fields, courts for tennis, badminton, volleyball and shuffleboard, a 5½-acre lake with swimming facilities and a bath house, picnic sheds, a golf course and an archery field.

Merrell's program is designed for the entire employee family. All the popular sports are represented. Additional events include a massive Independence

Day picnic, social events and community service projects. Olin children enjoy the company's holiday parties, swimming lessons, supervised playground activities and sports clinics. Merrell's program won a NIRA/Citizens Savings Award for overall excellence in 1970.

Merrell was unanimously elected President-Elect by NIRA voters at their May 1976 annual meeting. This May, he succeeded 1976-77 President Roy L. McClure, CIRA (Lockheed-Georgia) after many active years as a member of the Board of Directors.

Teamwork is essential to Merrell's hopes for NIRA's future. "*Together We Are Something*" was the theme of this year's Conference," remarked Merrell after taking office. "I really believe that — with the accent on We, on all of us working together to build a tremendous organization."

RM

# You ought to know us by the companies we keep.



Monsanto



XEROX



Kodak



The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,200 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.



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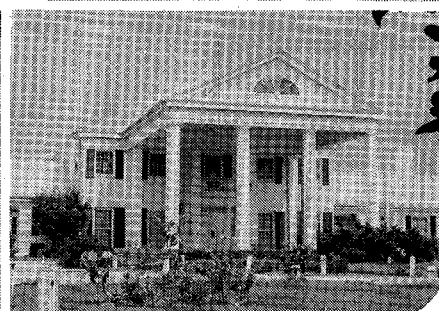
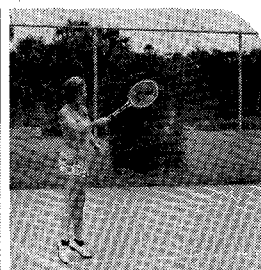
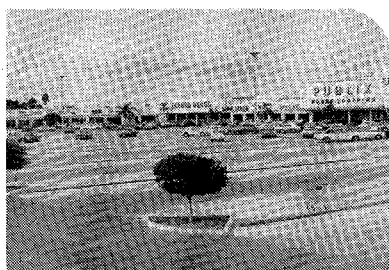
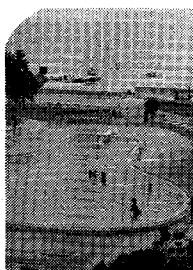
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## Happy Dolphin

St. Pete Beach, Florida **INN**

Located directly on the glistening waters of the Gulf of Mexico and Intracoastal Waterway • 21 acres of fun • Shimmering beaches • pool • 300 spacious rooms, efficiencies and suites • Fishing • Gourmet dining • Nightly entertainment • Complete shopping village • Theatre • Marina • Daily Disney World Tours. • Complete convention facilities available.

*For information and full color brochures for either or both resorts — call or write: John N. Johnson, Happy Dolphin Inn, St. Pete Beach, Florida 33706, (813) 360-7011.*

Another of the CARUTH HOTEL & RESORT PROPERTIES is the North Park Inn of Dallas, Texas — the site of the NIRA Conference and Exhibit for 1978. In appreciation — we'd like to invite all NIRA members to take advantage of a 15% discount on rooms at any of these 3 CARUTH HOTEL & RESORT PROPERTIES.

## Plantation Inn

Crystal River, Florida **Inn**

175 acres of nature's beauty with the ultra-clear Crystal River at its back door • 100 rooms • Excellent 18-hole championship golf course and Pro-shop • 4 all weather tennis courts • Swimming • Fishing • Skin and scuba diving • Marina to cater to all your water sport needs • Dining in the true Southern Tradition • Live entertainment • Airplane landing strip. • Complete convention facilities available.





"Together We Are Something"

# 1977 Conference and Exhibit



**A**n unexpectedly high delegate turn-out helped make the 36th Annual NIRA Conference and Exhibit a success for all members who attended. Nearly 500 people gathered at the Dutch Inn in Orlando, Florida, May 12-17 for the event. Included in the group were delegates, exhibitors, and their families.

The national meeting offered a full schedule of educational sessions, exhibit hours, attraction tours and social events. Two meetings of the Board of Directors and the members' Annual Meeting brought several important changes in NIRA leadership. In addition to electing new Directors and members of the Executive Committee, NIRA gained a new Executive Director, **Patrick B. Stinson** (See "A New Look at the NIRA Office" in this issue.)

## Special programs

Several popular Orlando attractions opened their gates for familiarization tours for NIRA delegates and their families. **Walt Disney**

**World** hosted such a tour, as did **Sea World of Orlando**, **Stars Hall of Fame**, and **Circus World**. Many delegates who had never visited the Orlando area were especially glad to have the opportunity to view, firsthand, the attractions their employees have enjoyed under special recreation club discount programs.

The spouses' and childrens' programs, arranged by **Hellen Kelly** of the Naval Training Center in Orlando, supplemented the delegates' and exhibitors' programs. Kelly's program for spouses included a "get acquainted coffee" with NIRA First Lady **Marie McClure** and Incoming NIRA First Lady **Virginia Merrell**. Among other activities, spouses also enjoyed a Pacific island review.

Special events for attendees' children took advantage of Orlando recreational attractions. A children's tour of Walt Disney World was the highlight of the Conference for many youngsters. Others enjoyed such Sea World characters as "Won-

der Woman" who visited the children's breakfasts. Free baby sitting services helped relieve parents of child-care responsibilities during the evening hours.

## Educational Sessions

Under the direction of Program Chairman **N.L. "Doc" Medley** of the Orlando Naval Training Center, the Conference offered an impressive lineup of educational sessions. Many sessions of general interest to NIRA members will be published as feature articles in *Recreation Management* during the coming year.

A six-part seminar entitled *Employee Physical Fitness in Business, Industry and Government* presented a series of speakers who led delegates through the fundamentals of fitness training and explained how to initiate and manage effective employee programs. Coordinated by **W. Brent Arnold**, **CIRA** (Xerox In-

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ternational Center for Training and Management Development), the series will be available in transcript in the near future.

The new NIRA Executive Director **Patrick Stinson** presented the first educational session of the Conference, *Your NIRA Organization — From Student Member to President*. A show of hands during the session revealed that a substantial portion — perhaps a majority — of those attending were first-time delegates for whom the basic introduction to the Association was most helpful.

The most talked-about session of the entire Conference was **Dr. Tony Marshall's** *Liability in Employee Recreation*. In the style of an evangelist, attorney Marshall captivated a packed conference room for an hour's lesson on liability in employee programs. Delegate "volunteers", including 1977-78 NIRA President **Fritz Merrell, CIRA** (Olin Corp.), demonstrated common recreation hazards and the administrator's basic responsibilities under liability law.

The financial aspects of recreation program administration provided material for several Conference sessions. Accountant **Jim Wheeler** outlined *Tax Exemption Requirements for Recreation Programs*. Managing Consultant **Steven Langer, Ph.D.** summarized the results of his detailed *1977 Survey of NIRA Members*. He discussed comparative salaries for NIRA-member recreation directors, the funding of employee activities, the kinds of programs offered in NIRA organizations, and more. His bound report was available for sale at the Conference and may be ordered from Abbott, Langer and Associates (check the "Ad Index"). **Kenneth Wattenberger, CIRA** covered *Fees, Charges and Cash Controls*. According to Wattenberger, employee recreation programs can and should be largely self-supporting. He suggested several means by which they can approach this goal. NIRA Accountant **Howard Saretsky** offered an easy-to-follow comparison of *Cash and Accrual*



**Dr. Tony Marshall's educational session on liability in employee recreation was a favorite with delegates at the Conference.**

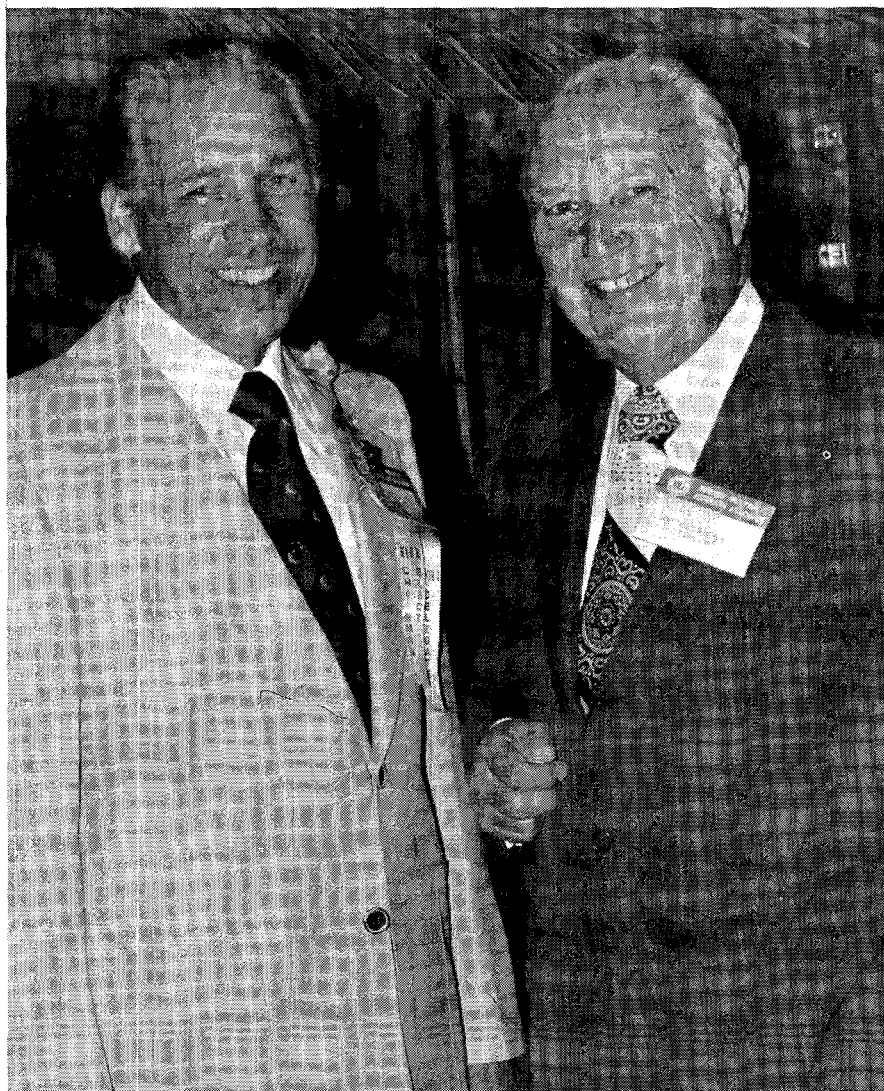
*Basis Bookkeeping Techniques*. His presentation and discussion helped delegates determine which technique is best for their recreation programs. Award-winning NIRA recreation directors presented concurrent sessions on *Budgeting Recreation Programs for Companies of All Sizes*. Each professional explained the budgeting structure which he uses.

Travel, an important element of many employee programs, was covered from both the agent's and the administrator's point of view at the Conference. Experienced travel agent **Art Berman** of Hawaiian Holidays covered *New Travel Package Designators*. His informal presentation, with its question-and-answer section, helped delegates sort out the "alphabet soup" of modern travel package options. Employee

services supervisor **Sue Siwicki** of Bankers Life & Casualty Company told delegates *How to Overcome Barriers Against Travel Programs*. Her basic checklist of travel planning is available through the NIRA office or by calling Sue directly at (312) 545-7701.

Programming advice and suggestions came in a variety of forums at the Conference. Perhaps the best source of programming information was in the informal discussions among delegates. The formal Conference program, too, was loaded with information. A session led by NIRA Consultant **Melvin Byers, CIRA** and recreation director **Gene Miller, CIRA** of Michigan Bell Telephone Company covered *Recreation Collateral Duties — Blood Drives, Fund Drives, etc.* For many employee clubs, the "extras" they





**NIRA President Fritz Merrell, CIRA (left) toured exhibits with 1977 Employer of the Year Richard A. Riley of Firestone Tire & Rubber Co.**

discussed are important, both as employee activities and as public relations tools. Winners of the 1977 NIRA/Citizens Savings Awards for excellence in overall programming presented four concurrent sessions, describing their exemplary programs to interested delegates. The sessions opened question-and-answer exchanges which were especially valuable to delegates who are starting new programs or working to improve existing activities. College instructor and personnel professional **John Spears** of State Farm Insurance presented a two-part session on "Management By Objectives". His material on setting and reaching administrative goals was especially geared for recreation situations. **Norman Deets**, Manager of Human Resources for the Xerox Information Services Group, drew a

full house for his session on *Living With Stress On and Off the Job*. With the aid of a Xerox management training film, Deets aired a topic which was clearly of professional and personal interest to nearly all Conference delegates. A special session was included in the 1977 Conference program for the benefit of student delegates. Four employee recreation professionals formed a panel for the session entitled *Professionals and Students Discuss the Corporate Recreation Field*. On hand to offer advice and experienced insight to the college students were **Elizabeth Burchard, CIRA** (Northwestern Bell Telephone Co.), **Von Conterno** (Pratt & Whitney Aircraft Corp.), **William DeCarlo, CIRA** (Xerox Corp.) and **John Tutko, CIRA** (U.S. Air Force Headquarters).

## Post-Conference Tours

After the Conference, many delegates and their families remained in Florida to take advantage of post-Conference offerings at several NIRA-member hotels. Outstanding among the Florida hosts was the **Beach Club Hotel** in Ft. Lauderdale which offered four days' complimentary accommodations to NIRA Conference delegates. Additional discounted post-Conference accommodations were available at the **Dutch Inn**, the **Sea Wake** in Clearwater Beach, the **Tides Hotel and Bath Club** in St. Petersburg and **TravelLodges** throughout Florida.

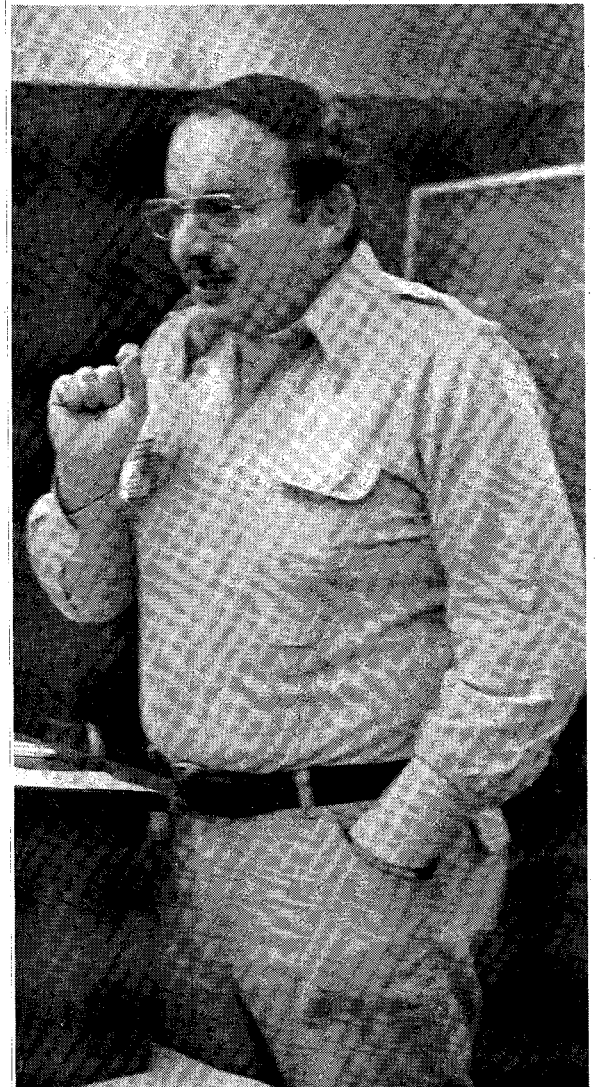
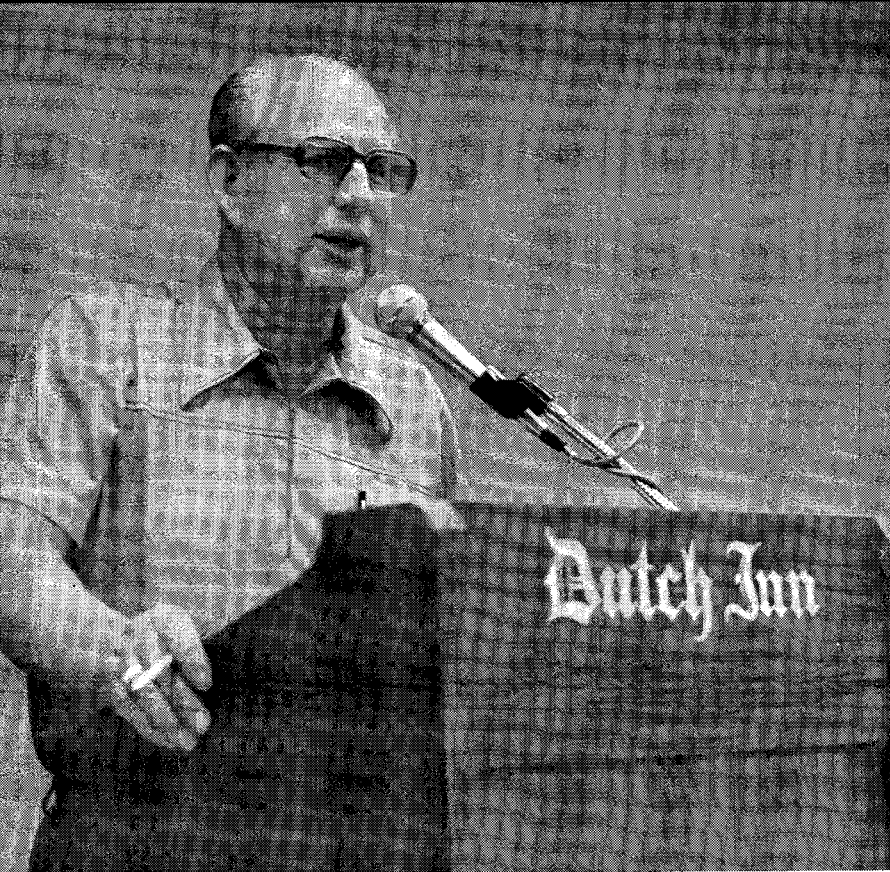
Another group of NIRA delegates took a more exotic post-Conference tour to El Salvador. According to Board member **Ellis Rhodes, CIRA** from Solar, the Central American tour was delightful.

"I've never had anyone treat me as well as they did," said Rhodes after his return from El Salvador. "They kept us busy the entire time. We saw a new amusement park and a new country club. We took a back country train ride and spent time shopping for bargains in the city [San Salvador]. The Sheraton Hotel where we stayed had very nice rooms . . . the food was delicious everywhere we went. The weather was warm — in the 80's — and there was always a nice breeze. It really was a wonderful trip . . . I'd like to go back."

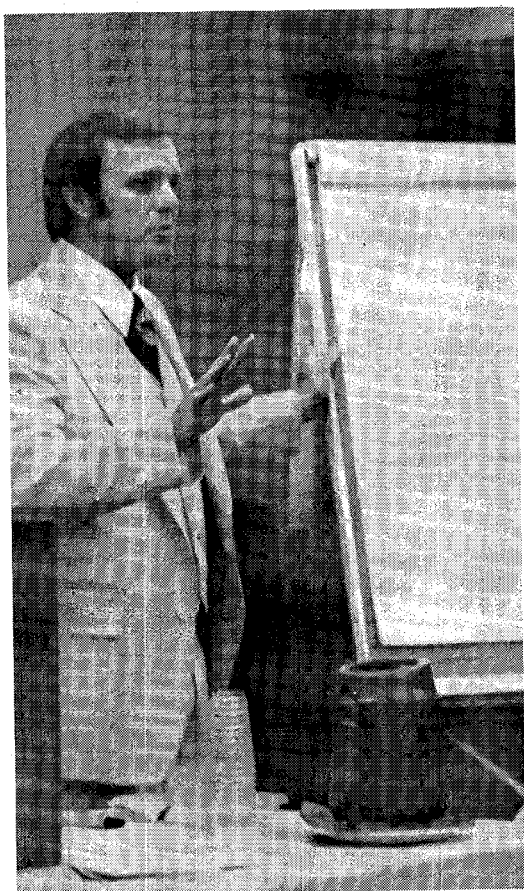
## Next Year . . .

Already, plans are well under way for the 1978 NIRA Conference and Exhibit. Scheduled for the NorthPark Inn in Dallas, May 18-23, the meeting will be hosted by the Dallas-Ft. Worth Metroplex Recreation Council (MRC). At the President's Ball in Orlando, NIRA President-Elect and 1978 Conference Program Chairman **Richard Brown, CIRA** (Texas Instruments, Inc.) promised delegates that the 37th annual event will be "the biggest and the best Conference this Association has ever had!"

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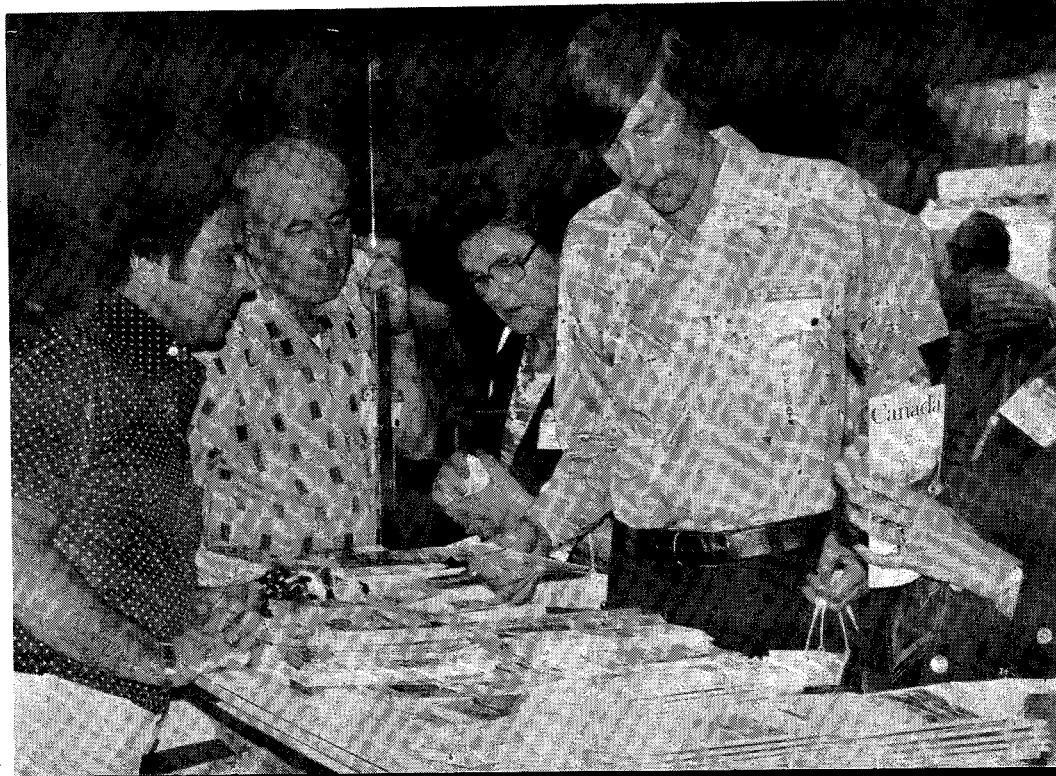


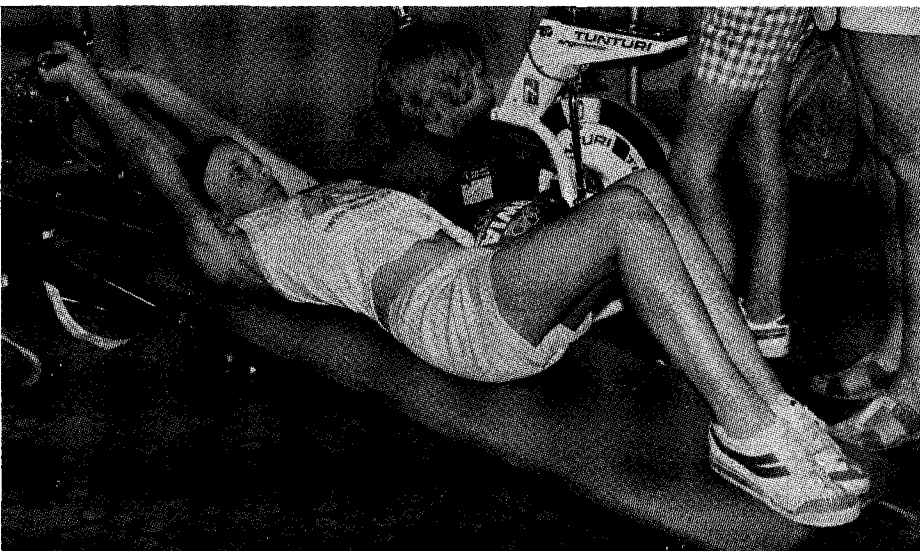
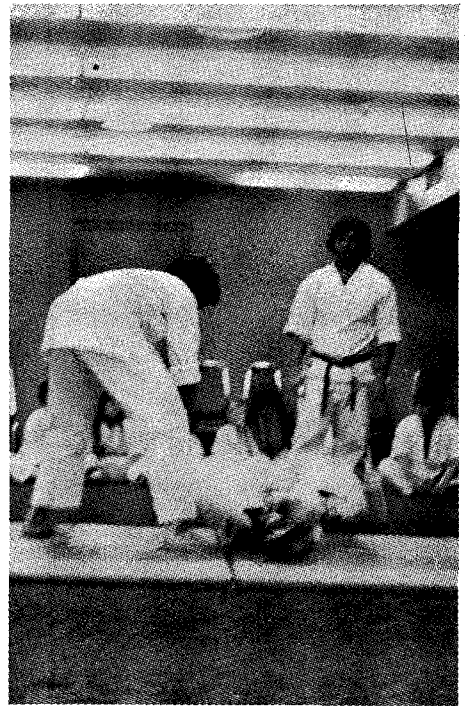
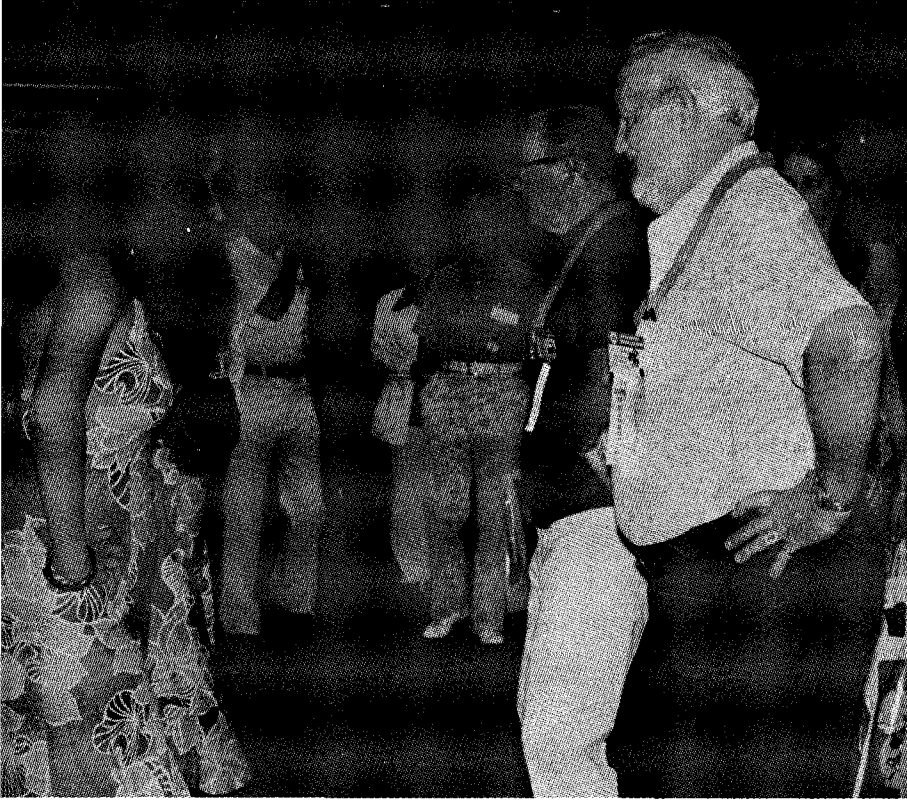


# 1977 NIRA Conference & Exhibit

*Page 18* — Clockwise from upper left: Outgoing President Roy McClure, Sea World star, Art Berman defining travel options, Steve Polaski testing fitness equipment.

*Page 19* — Clockwise from upper left: John Spears outlines "Management by Objectives", delegates take in an educational session, delegates examine exhibit materials.





**Page 20 — Clockwise from upper left: Howard Bunch (right) learns a new step, self-defense demonstration for the spouses, W.C. Fields — in wax — at the Stars Hall of Fame, a NIRA youngster tries out exercise equipment, Ed Bruno and friends chat over wine and cheese.**





**Page 21** — Clockwise from lower left: Presidents' Ball banquet, President Fritz Merrell (left) thanks Program Chairman "Doc" Medley, "That's Entertainment" floor show at the Presidents' Ball, after-dinner dancing, President-Elect Dick Brown invites delegates and exhibitors to the '78 Conference in Dallas.



# 1977 CERTIFICATION HONOR ROLL

NIRA officially recognizes top employee activities administrators and leaders through the nation's only certification program in the field. Under the administration of CIRA/CIRL Director John G. Tutko, CIRA, the program honored twenty four newly-qualified members at the 36th Annual NIRA Conference and Exhibit, May 13, 1977. All are listed below.

A Certified Industrial Recreation Administrator (CIRA) must have professional status as a paid employee recreation administrator at the time of application. He/she must pass a written examination established by the NIRA Certification Committee. He/she must also have (1) five years' experience as a recreation administrator or supervisor with a minimum of one year in employee recreation or (2) a baccalaureate degree in industrial recreation or a related field and one year's experience in employee recreation or (3) a baccalaureate degree and three year's experience in employee recreation.

To qualify as a Certified Industrial Recreation Leader (CIRL), an applicant must have status as a volunteer employee recreation leader at the time of application. In addition, he/she must have three years' documented experience as a volunteer employee recreation leader with total responsibility for the development and administration of an employee recreation program.

**CAROLE E. ALLEN, CIRA**

Naval Air Station — North Island  
San Diego, California

**JOHN BOWMAN, CIRA**

Bethlehem Steel Corporation  
Chesterton, Indiana

**RICHARD M. BROWN, CIRA**

Texas Instruments, Incorporated  
Dallas, Texas

**ELIZABETH F. BURCHARD, CIRA**

Northwestern Bell Telephone Company  
Omaha, Nebraska

**RICHARD H. CARLSEN, CIRA**

Bureau of Naval Personnel  
Washington, D.C.

**HAL B. CHRISTENSEN, CIRA**

U.S. Navy Special Services  
Patuxent River, Maryland

**JOHN L. COMBS, CIRA**

U.S. Navy Special Services  
Patuxent River, Maryland

**PETER DE FRANCO, CIRA**

Xerox Corporation  
Leesburg, Virginia

**HELEN M. ECKER, CIRA**

Fermilab  
Batavia, Illinois

**ROBERT D. GARDNER, CIRA**

Southern California Edison Company  
Rosemead, California

**JOHN P. HARDEN, CIRA**

U.S. Navy Special Services  
Patuxent River, Maryland

**DON M. JONES, CIRL**

Doctors Hospital  
San Diego, California



**RONALD C. JONES, CIRA**

Oneida Ltd. Silversmiths  
Oneida, New York

**RAY KAPPER, CIRA**

Firestone Tire & Rubber Company  
Akron, Ohio

**CARL KWASNY, CIRA**

U.S. Navy, Retired  
McKeesport, Pennsylvania

**LOUIS R. MERTENS, CIRA**

State-U.S. Information Agency  
Washington, D.C.

**GEORGE MULLEN, CIRA**

Frigidaire  
Dayton, Ohio

**ELIZABETH A. PIPER, CIRA**

St. Paul, Minnesota

**JACK RINALDO, CIRA**

Atwood Vacuum Machine Company  
Rockford, Illinois

**STEPHEN J. SETTECASE, CIRA**

International Village  
Lombard, Illinois

**TIM SHROYER, CIRA**

Delco Air Conditioning Division,  
General Motors Corporation  
Dayton, Ohio

**DAVID J. STAPF, CIRA**

Ashland Oil, Incorporated  
Ashland, Kentucky

**GEORGE A. STARK, CIRA**

McDonnell Douglas Corporation  
St. Louis, Missouri

**JILL TIPPIN, CIRA**

Solar Division,  
International Harvester  
San Diego, California



**BOTH PHOTOS** — Following formal recognition ceremonies at the Orlando Conference, John Tutko, CIRA, the CIRA/L Director (top, far right) and 1976-77 NIRA President Roy L. McClure, CIRA (top, third from right) gathered with newly certified members.

**TOP PHOTO** — (Top, left to right:) Ray Kapper, Roy McClure, Ron Jones, John Tutko. (Bottom, left to right:) John Bowman, Louis Mertens, Helen Ecker, Robert Gardner.

**BOTTOM PHOTO** — (Top, left to right:) Peter DeFranco, Tim Shroyer, Roy McClure, Elizabeth Burchard, John Tutko. (Bottom, left to right:) Jill Tippin, George Mullen, Richard Brown, Jack Rinaldo.

# Employee Activities: A Human Investment

Remarks By  
**RICHARD A. RILEY**

Chairman and Chief Executive Officer  
The Firestone Tire & Rubber Company  
36TH ANNUAL CONFERENCE  
NATIONAL INDUSTRIAL RECREATION ASSOCIATION  
Orlando, Florida  
May 15, 1977

It is a very great pleasure to be here with you this evening at the 36th Annual Conference of the National Industrial Recreation Association.

I am pleased to accept the *Employer of the Year Award* on behalf of our Company, on behalf of the people who plan and manage our programs, and on behalf of the thousands upon thousands of Firestone employees and their families all over the world who participate in the broad variety of activities that we sponsor or make available in this country and overseas.

We are naturally proud that our employee activities program merits this special honor. And we have this pride because your recognition makes it evident that what we are doing must be worthwhile.

The dictionary defines recreation as "refreshment of strength and spirits after toil." What a fitting description of an industrial recreation or, as we call it, an employee activities program!

And what an obvious reason for a company to have such programs.



**Richard A. Riley**

We want our employees to be refreshed in "strength and spirits after toil" because it is clear that they will then be better employees and happier people.

At Firestone we are concerned about the well-being of our employees off the job as well as on the job. We are interested in our em-

ployees — and in the members of their families — as people, as happy people, and that is why we believe in and pay attention to programs of industrial recreation, programs of employee activities.

We speak of our program as "employee activities" because we wish to indicate by that description that it is much more than, for example, making a gymnasium available for employee basketball games. The range of recreational interest at Firestone is as broad and diverse as the human variety of the 110,000 Firestone employees in 28 countries around the world where our company operates. But the basic and common denominator of our programs, no matter what they are or where they take place, is that, in one way or another, they relate to the "refreshment of strength and spirits after toil." Whether it's golf in West Africa, soccer in South America or softball in South Carolina, our programs serve the useful and fundamental corporate purpose of letting our employees know that we care about their well-being, that we care about them as people.

Obviously, when you talk about employee activities, you talk about sports. They are a major part of our program because of the broad interest of people in healthy exercise and competition. But our total program is more than sports. It is, for example, saving employees \$30,000 at our headquarters in Akron alone last year by enabling them to obtain tickets to amusement parks, sporting events, concerts and a host of other activities at substantial discounts. It is our trainee wives' club, where wives of new employees in our college training class — new to our town and new to the world of business — are able to meet other wives in similar circumstances to find out more about the area, to share their adjustments to the corporate life-style, and just plain socialize. It is building and donating a Scout Center valued at close to half a million dollars, a center used by Boy Scouts and their leaders near our world headquarters in Akron. Most of the Scouts and most of the leaders are from Firestone employee families, and the rest are neighbors. Our employee activities program is supporting the formation of a Toastmasters Club, providing a room in our clubhouse for a weekly meeting, so our employees who wish to improve their public speaking skills can do so conveniently. It is a retiree and his wife signing up for a Caribbean cruise and saving several hundred dollars because it's handled through our employee activities program. It is the happy faces of youngsters and the proud smiles of parents at our annual Christmas parties when thousands of toys are distributed to the children of our employees.

These are but a few of the myriad of employee activities typical of those carried on through our employee activities program at our headquarters in Akron and at Firestone facilities throughout the world.

Because we have the greatest concentration of employees at our world headquarters in Akron, we have the most varied kinds of activities there. The core of our employee activities program in Akron is a four-story clubhouse directly opposite the main entrance to our headquarters and across the street from one of our two tire factories there, a 1400-seat stadium a few

when our opponent is another tire and rubber company whose name I am reluctant to mention except to say it's big in blimps.

During the times set aside for various luncheon schedules in the clubhouse, many of the office workers use the gymnasium facilities to jog, work out with exercycles or weights, or play pool, ping-pong, air hockey or various other competitive

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**We want our employees to be refreshed in "strength and spirits after toil" because it is clear that they will then be better employees.**

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blocks down Firestone Parkway opposite our other Akron tire factory, and, of course, the world famous Firestone Country Club.

At 6:00 a.m. every day but Sunday, the doors of the clubhouse open and workers come in to play basketball, jog, or work out in the weight-lifting room. From 6:45 to 7:30, a group of 40 to 60 year-old employees participate in a 10-week, year-round, company sponsored cardiovascular exercise program led by a professional physical fitness instructor. At 8:00 a.m., workers not on the morning shift arrive for volleyball or basketball leagues, depending on the season. At other times of the day, again in relation to the shifts they're on, other leagues hit over the net or shoot for the hoop.

And this opportunity to compete in basketball on an almost continuous basis, depending on an employee's own interest and ability, has something to do with the fact that we have won the city's industrial league championship in basketball for three years running. If you don't think that gives an employee pride in his company, you haven't experienced the enthusiasm of Firestone rooters and players

games. There are ping-pong leagues, with singles and doubles competition.

I could go on and on about the employee activities that take place in our clubhouse, from early in the morning until late at night: special physical fitness programs for women, the runners and joggers club, retirement education, chess, dancing lessons, bridge tournaments — the list is almost endless.

If we were to leave the clubhouse and walk a few blocks down the street to our stadium at this time of the year when the weather is turning warm, we would see that softball games and softball leagues — for men and women — are getting under way. The stadium is also used for high school baseball tournaments and for Little League play as part of our good corporate neighbor policy. It is difficult, in a town like Akron, to find a high school or a Little League team that doesn't have some Firestone connection through a member of the family. Also at our stadium we might hear the faint sound of gunfire, but there is no cause for alarm. It's just our pistol or

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on following page**

rifle club using the shooting range underneath the concrete stands. As the months go by and the season changes to fall, the stadium becomes the site of flag football programs, with leagues representing departments and divisions throughout the company.

As we continue our recreational tour of the Akron area, we come to 30 acres of property just beyond the south end of town where we hear shotgun blasts, punctuated by the shout of "pull!" and "mark!" This would be the Firestone trapshooting club. Meanwhile, at various facilities throughout the city, company sponsored tennis and bowling leagues operate almost all during the year. In 1976, our interplant bowling tournament attracted the participation of some 1,300 employees. That's a lot of strikes, a lot of spares, a lot of enthusiasm and a lot of enjoyment!

Up until now I have not mentioned what is perhaps the most famous and well-known employee

get the same membership privileges. The Firestone Country Club, which, incidentally, has two 18 hole courses, is used for employee leagues, for special employee golf outings and for individual employee play close to eight months of the year. We have some pretty rugged golfers in our Company, and if the course isn't snowed in, you'll occasionally find some of them on the fairways as early as March or as late as November.

We have a considerable amount of social activity year-round at our Firestone Country Club, too, for our employees and for their families, including junior golf instruction for employee's children during the summer. The north course, as many of you who have seen it on television are aware, brings into play quite a bit of water, including a fairly large reservoir that is a hazard coming up the fairway on 18. But another group of employees, the members of our model boat club, look upon

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### **As a businessman . . . I recognize the role of employee activities and industrial recreation in solidifying and strengthening employee relations.**

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activity benefit in the United States: The Firestone Country Club. Located a few miles from our headquarters, it has received television exposure regularly as the course where three PGA championships have been held, where a number of other Professional Golf Association tournaments have taken place and where the World Series of Golf is televised each year. And yet, this literally world famous golf course is basically an employee golf course. It was conceived that way by Harvey S. Firestone, the founder of our company, in 1929, and it has stayed that way over the years. The only way you can become a member is to work for Firestone. And it makes no difference whether you work in the factory or in the executive suite: you get the same consideration, you

the reservoir differently. To them it is an ideal spot for their fairly extensive and quite competitive model boat races.

This listing of some of our employee activities gives you a quick rundown of many of our programs and indicates the scope and variety of our industrial recreational endeavors. In all we have some 27 separate employee activity programs at our headquarters in Akron. In addition to those I have already mentioned, there are clubs for campers, CB radio enthusiasts and scuba divers. And if we don't have a club or a program for a particular hobby or interest, we'll start a new one. All we ask is that at least 15 employees express an interest in forming a new club and we'll sponsor it, we'll make it part of our overall program.

The willingness to begin new activities, I might say, is one of six objectives which guide the operation of our employee activities program. The other objectives are:

- To organize, sponsor and develop programs which are of positive value to individual employees, their families, the Company and the community
- To offer activities which are meaningful for the participants and which serve to strengthen bonds among employees and between the company and employees
- To encourage all employees to take an active part in the activities of their choice and to guarantee to every employee an equal opportunity to participate in any activities that are offered
- To provide the best available facilities, equipment and administrative personnel for employee activity programs consistent with budget funds
- And, finally to provide honor and recognition for achievements in employee activities and thereby develop self-esteem through pride in personal, team and company accomplishments

These, then, are our objectives. And we live by them. The overall program is reviewed quarterly by management to make sure that each activity complies with these goals. Employees are asked to monitor the programs in which they participate, to provide input for their operation and submit suggestions for their improvement.

Our interest in industrial recreation and employee activities at Firestone goes back a good many years. Our emphasis on the value of such programs began with the philosophy of the founder of our Company, Harvey S. Firestone, who, in 1916, made the following statement:

"You can't make men do their best unless you get them fully interested, proud of what they are doing, happier in mind, better in body and spirit, and producing

something for themselves while they produce something for the business organization of which they are a part."

This ties in well with the definition of recreation I mentioned at the beginning of my remarks: "the refreshment of strength and spirits after toil."

Mr. Firestone made his comments at the first anniversary of our employee activity clubhouse which, sixty years later, is still the core of our employee activities programs. If Mr. Firestone were here today, I am sure he would still have the same attitude about our employee activities program and about industrial recreation that led him to establish the first industrial clubhouse in Akron, a clubhouse that is still one of the finest in the United States.

As a businessman, I realize the value of good employee relations: the business value, the dollar and cents value. And I recognize the role of employee activities and industrial recreation in solidifying and strengthening employee relations.

When we review our industrial recreation and employee activities programs, we do not see them as just fun and games. We see them as a human investment, an investment in people.

I am very proud that you have recognized the excellence of our program and pleased that I could be here with you tonight to accept your honor.

Thank you very much.



**Ray Kapper, CIRA is Manager, Clubhouse and Employee Services for Firestone Tire & Rubber Co.**



**NIRA Executive Director Patrick Stinson (right) welcomed Richard Riley to the 1977 Conference and Exhibit. Riley toured the NIRA Exhibit Hall and talked with delegates before addressing the Annual Awards Banquet.**



**1976-77 NIRA President Roy L. McClure, CIRA (right) presented the Employer of the Year Award to Richard Riley at the Annual Awards Banquet. Firestone previously won a 1975 NIRA/Citizens Savings Award.**

# 1977 NIRA Awards

## Announced at the 1977 Conference & Exhibit

### EMPLOYER OF THE YEAR

For outstanding executive support of employee recreation and services

**Richard A. Riley** — Chairman and Chief Executive Officer, Firestone Tire & Rubber Company

### SPECIAL RECOGNITION AWARDS

For exceptional individual efforts for employee recreation and services

**Hon. A.M. Cameron** — Minister of Development, Province of Nova Scotia

**Hon. A. Garnet Brown** Minister of Recreation, Province of Nova Scotia

### CITIZENS SAVINGS AWARDS

For excellence in overall employee programs

*Among companies with more than 10,000 employees at one site*

**Eastman Kodak Company** — Kodak Park, Rochester, New York

Kirt T. Compton, CIRA — Executive Secretary, Kodak Park Activities Association

*Among companies with 5,000-10,000 employees at one site*

**Lockheed-Georgia Company** - Marietta, Georgia  
Roy L. McClure, CIRA — Manager, Georgia-Lockheed Employees Recreation Club

*Among companies with 1,000-5,000 employees at one site*

**Johnson Wax** — Racine, Wisconsin  
Richard Wilsman, CIRA — Recreation Manager

*Among companies with fewer than 1,000 employees at one site*

**Xerox International Center for Training and Management Development** — Leesburg, Virginia  
W. Brent Arnold, CIRA — Manager, Physical Fitness

### DISTINGUISHED SERVICE AWARDS

For outstanding individual service to NIRA

**Miles M. Carter, CIRA** — Field Employment Manager.  
McLean Trucking Company, Winston-Salem, North Carolina

**Nelson Ellsworth** — Co-ordinator, Community Recreation, Province of Nova Scotia

**Lawrence Lemme** — President, League of Federal Recreation Associations, Washington, D.C.

### CERTIFICATES OF EXCELLENCE

For excellence in specific employee activities

**Convair Division/General Dynamics Corporation** — San Diego, California

"Convair Gun Club"

Ray Mendoza, CIRA — Manager of Employee Services

**Eastman Kodak Company** — Kodak Park, Rochester, New York

"Rose and Garden Club"

Kirt T. Compton, CIRA — Executive Secretary, Kodak Park Activities Association

**Eli Lilly and Company** — Indianapolis, Indiana  
"Camera Club"

William Perry — Department Manager, Employee Services

**First National Bank in Dallas** — Dallas, Texas

"P.A.L. Program"

Cheryl Jones — President, First Dallas Club

**Flick-Reedy Corporation** — Bensenville, Illinois

"1976 Employee Bicentennial Celebration"

Arthur L. Conrad, CIRA — Vice President, Employee and Public Relations

**Olin Corporation** — East Alton, Illinois

"Westerner Club Charity Fund Resolicitation Program"

Tracy Piper — Supervisor, Employee Activities

**Solar Division/International Harvester** — San Diego, California



"All-Faith Chapel"

Ellis Rhodes, CIRL — President, Solar Employee Recreation Association

**Xerox Corporation** — Rochester, New York

"Xerox Square Skating Rink"

David H. Baker, CIRA — Manager, Employee Recreation Programs

## PROMOTIONAL AWARDS

For excellence in publicity and promotion of recreation programs

*I For best promotional organization handbook, membership brochure, activities guidebook or membership directory*

(1) **General Dynamics** Pomona, California  
K.W. Wulfemeyer — Director, Pomona Recreation Association

(2) **Texas Instruments, Incorporated**  
Richard M. Brown, CIRA — General Manager, Texins Association

(3) Tie: **Babcock & Wilcox** — Barberton, Ohio  
Glenn M. Westover — Supervisor, Employee Services Office  
**Eastman Kodak Company** — Kodak Park, Rochester, New York  
Kirt T. Compton, CIRA Executive Secretary, Kodak Park Activities Association

*II For best single activity piece*

(1) **Texas Instruments, Incorporated** — Dallas Texas  
Richard M. Brown, CIRA — General Manager, Texins Association

(2) **Phillips Petroleum** — Bartlesville, Oklahoma  
Howard W. Heuston — Administrator

(3) **Battelle Memorial Institute/Battelle Columbus Laboratories** — Columbus, Ohio  
Edward C. Hilbert, CIRA — Recreation Coordinator/Fitness Advisor

*III For excellence in miscellaneous promotional pieces*

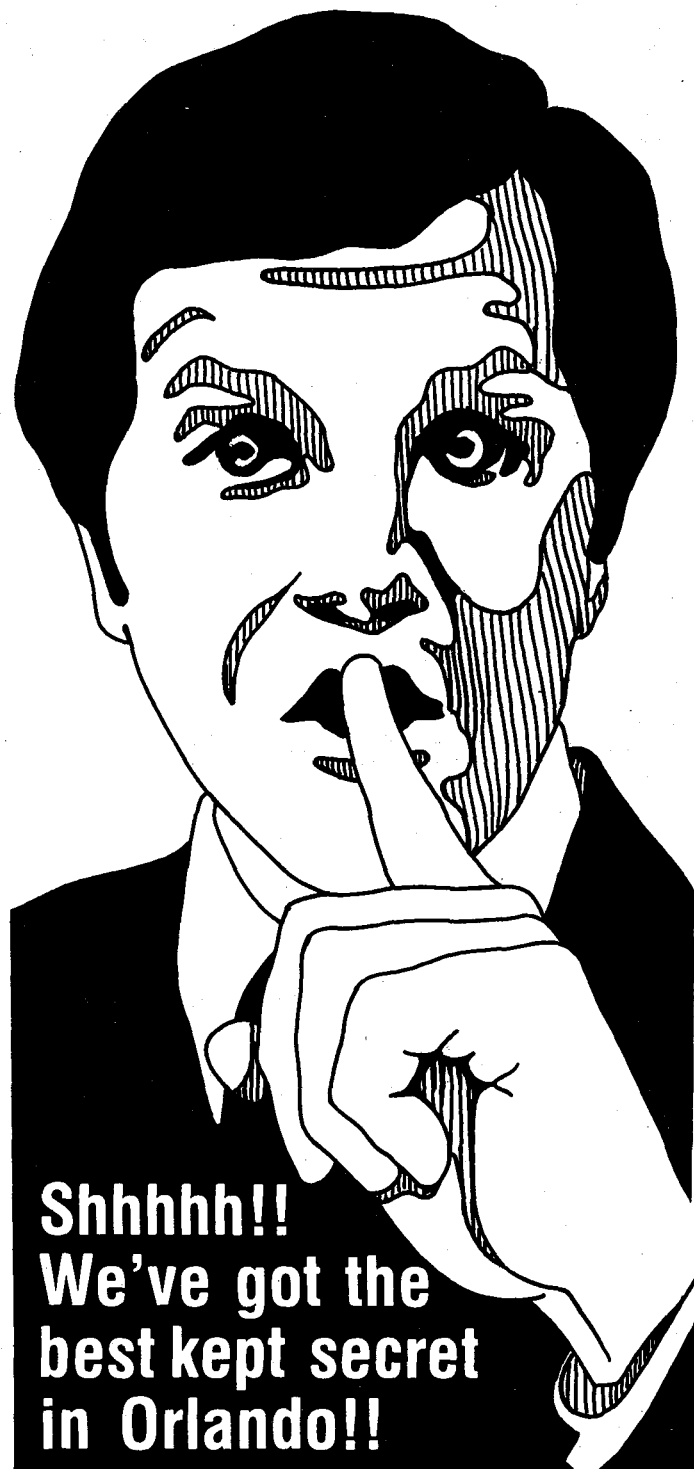
**Bethlehem Steel** — Chesterton, Indiana  
Carol Gott — Director of Recreation

**Walt Disney Productions** — Burbank, California  
Rich Ruescher — Recreation Director

**Xerox Corporation** — El Segundo, California  
Daniel E. Archibald, CIRA — Recreation and Employee Services Manager

**Xerox Corporation** — Webster, New York  
Steven Edgerton — Manager, Recreation Services

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# The Chairman of Johnson Wax supports industrial recreation

THE GOODWILL OF THE  
PEOPLE IS THE ONLY  
ENDURING THING IN  
ANY BUSINESS

**Samuel C. Johnson**  
*Chairman and Chief Executive Officer  
Johnson Wax*



"Recreation has been part of the Johnson Wax employee's way of life since the founding of our company in 1886. For example, it was the custom of my great-grandfather to give the employees a picnic every summer in the backyard of his home. And, at the turn of the century, men's and women's teams were formed to compete in basketball, baseball, softball and golf.

"Today, our 3,000 U.S. employees may participate in more than seventy different sports, clubs, special events, and services. However, the objective of our recreation program remains the same: to promote employee loyalty, fellowship, high morale, and physical and mental development.

"Recreation is a great equalizer, a good ice-breaker, and often an incentive for employment, combatting absenteeism and turnover. Intangible as they may be, both the individual and corporate benefits are many.

"We believe the recreation program at Johnson Wax is successful for several reasons. Above all, we get our employees involved in the planning and administrative aspects of the various activities. Even though we have a professional recreation staff, we consider this degree of employee involvement to be vital. We want and encourage our employees to be in on the decision-making in order that they may feel the recreation program is truly *their* program.

"In addition to this committee involvement, we regularly employ the use of written evaluations/questionnaires in which participants are asked to give, anonymously, their opinions and suggestions concerning a particular activity. Our recreation program is flexible; we are not afraid to make changes or to break traditions.

"I am happy to say that we have also been a forerunner in the area of providing a recreation program for our retirees. At Johnson Wax, we do not believe our relationship with a retiring employee ends with a party and the traditional gold watch. We work hard to keep a continuing relationship with the people who contributed so much to the success and growth of our company. We want our retirees, as well as our employees, to feel they are part of the Johnson family.

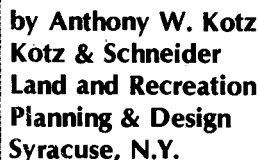
"I would like to leave with you an excerpt from a profit-sharing speech made by my grandfather back in 1927. Although the message is fifty years old, it speaks of my sentiments so well:

"'When all is said and done this business is nothing but a symbol . . . in a very short time these lively machines will become obsolete and the buildings for all their solidity must some day be replaced. The goodwill of the people is the only enduring thing in any business. It is the sole substance and the rest is shadow!'"

---

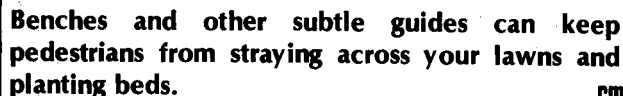
From *Top Management Speaks*

Check the publications order form card at the back of this issue



Are you noticing signs of wear on the lawns or planting beds bordering your walkways? With a few precautions, you can preserve your turf and plantings and encourage pedestrians to stay on the walks.

We all have a tendency to “shortcut” through planted areas if walkways have sharp corners where they cross. If your walks are getting worn on the edges, a raised curb or additional contrasting paving surface, such as brick or cobblestone, will cue pedestrians to keep to the path. Earth mounds or a line of trees parallel to a walk are subtle suggestions of direction, but they are only practical in wide areas. In narrow areas, the addition of a structural barrier such as a curb, seat wall, plain wall, or raised planter can be an attractive feature. Don’t use fences, hedges, or post and chain barriers. They aren’t very subtle. They create new maintenance problems. And, they can actually become a challenge to cross. “Make do” improvements can be offensive. Instead, instill a sense of pride by adding permanent well designed, low key barriers.



RM

**CONTACT DIRECTOR OF SALES**

# Sheraton-Twin Towers

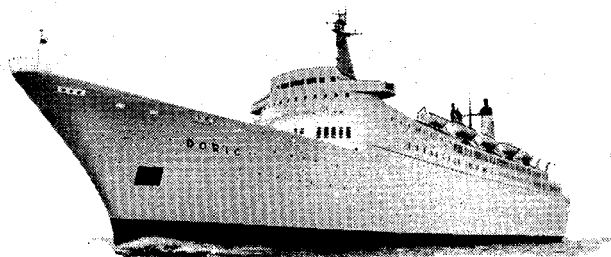
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### <sup>\$</sup>**DORIC** 25,300 tons **TO BERMUDA**



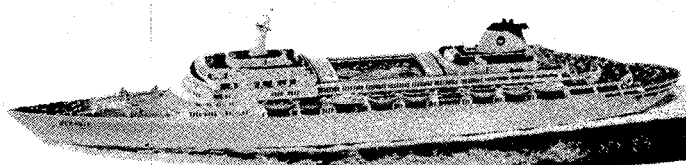
Ship is hotel for 4 days in Bermuda, with reserved docking on Hamilton's Front Street

Now there's an enchanting new way to enjoy nature-blessed Bermuda with its pink-sanded beaches, its famed facilities for golf, tennis, all water sports... a quality cruise on Home Lines' new star, DORIC! 2 swimming pools on spacious outdoor decks plus indoor pool with sauna. A sweep of smartly appointed lounges across an entire deck and still more public rooms on a deck above. Capacity 700.

Whichever ship you choose, your people will happily discover why Home Lines quality cruises are so widely acclaimed. The superbly-trained Italian crew are gracious, speak our language and know what it takes to please passengers. Lavish gourmet cuisine from morning to midnight. Wide range of activities feature several orchestras, Continental revues, variety shows, movies, galas, contests, games. All accommodations have private bathrooms and other modern conveniences and with 2 lower beds in every double cabin, Panamanian Registry.

Both ships have a wealth of public rooms for every requirement. They are well-equipped with audio-visual facilities for meetings at sea. And our experience in serving groups can be of invaluable help to make your program a success!

### <sup>\$</sup>**OCEANIC** 39,241 tons **TO NASSAU**



Ship is hotel for 2 days and 2 nights in port, docking at Prince George's Wharf

#### **PLUS SPECIAL CRUISES TO NASSAU & BERMUDA**

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TO THE CARIBBEAN of Various Durations:**

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by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** We are ready to organize an employee recreation club and would like to request your assistance in reaching this goal.

We have approximately 360 employees, average age under 35, who would be eligible to participate. At present, we have two softball teams, one 16-team bowling league, one basketball team, eight shift meetings, an adult Christmas party, a children's party and a company picnic. We are attempting to organize a golf league, develop a softball practice field, a skeet and trap range and an archery range. Our annual budget for these activities is approximately \$25,000.

It is our goal to have employees manage their own activities through an organized central committee. At present, I work with several employee committees as a part-time recreation advisor from within the employee relations department. We feel that we must have a well laid-out plan prior to any in-plant involvement. This plan should include a complete program with an organizational plan, announcements, a charter and by-laws, etc.

Herein lies our problem: our experience in recreation is nil. We recognize, however, that if we are to succeed and involve as many employees as possible, our "product" must be saleable, feasible, and uncomplicated. At the moment, all we have are ideas and we would like to ask your assistance in bringing these ideas to reality.

**A.** Your company is very fortunate to have someone like you who is seeking qualified assistance in developing a workable recreation organization. Your stated goals are well-founded. The suggestions I offer may fit in with your company's policies or require some adaptation to your particular situation.

We have found that, in some instances, management is reluctant to become officially involved in

employee recreation, even though the company can benefit from the increased productivity and improved labor relations it fosters. Many times, a long-term missionary effort is necessary to educate both managers and employees to the benefits that can be derived from recreation through proper administrative objectives and management support.

The first step toward an effective operation is, as you have indicated, the formation of a formal, representative employee organization. The organizational pattern is the most important factor in starting a program and should be carefully studied before you take a step which might be difficult to alter at a later date. Your company management must understand the role it will play in the recreation operation and support your efforts to establish the employee club.

Be sure to build in across-the-board participation in your activities. There are employee activities organizations which are dependent entirely on employee — rather than management — involvement. This division is a mistake. Management personnel are as much a part of the employee force as the lowest-paid hourly employee. There is no room in a top-notch recreation program for segregation or class distinction. One of the greatest rewards of employee activities programs is the development of harmonious relations between all levels of the work force. Only when all employees are actively involved will this objective be attained. You must be ready to maintain an inter-relationship between employee groups, based on sharing in both the operations and activities of the club.

I cannot emphasize too strongly, either, the importance of the administrator in an organization of this type. He or she must wear many hats and be continually flexible. The director must be always in the action but not in the foreground, always the educator and promoter, and always willing to pass the credit and the spotlight to the club officers, regardless of the leadership and personal effort he or she has extended. It is a job without much glory, but one which brings great personal satisfaction. Under enlightened management, the achievements of a successful recreation program are credited to the director, even if his or her administrative role is seldom publicized.

Your employee count of 360 is a delightful number with which to begin a recreation program. The group is not so large that you will begin with potential com-

continued on following page

munications problems and not so small that your activity selection will be overly limited. Your average employee age of under 35 means that many activities can be offered without the restrictions of wide generational differences.

There are two phases of your operation which should be considered from the outset and balanced according to your company's needs: (1) activities and (2) services. "Activities" include all purely recreational pursuits: sports, travel, social events, etc. They clearly belong under the direction of the employee club. Often, "services" (credit union, retirement counseling, charitable campaigns, etc.) are only partially controlled by the employee activities organization since greater company involvement is essential to their administration.

You have approached your employee activities organization in a sensible, well-defined way. I strongly suggest that you continue by contacting NIRA-member companies for their help. Get in touch with the Industrial Recreation Council (IRC) nearest to you and seek the input of experienced recreation directors. Plan to attend NIRA regional Conferences if you possibly can and arrange to attend the next national Conference and Exhibit in Dallas, May 17-23, 1978. The NIRA office can put you in touch with your local IRC, NIRA regional leaders and other companies the size of yours, nationwide.

*The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.*

RM

# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact William Ranney — (213) 764-0025.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except on November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month— except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month; except for June 13. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

**Region II** plans a Conference, October 20-22, 1977 in Columbus, Ohio. Contact Edward Hilbert, CIRA — (614) 424-6336 or 424-5190.

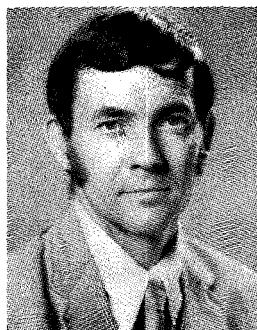
**Region VII** will hold its annual Conference and Exhibit, September 8-11, 1977 in Phoenix. Contact Mary Smith — (602) 274-3645.

**37th Annual NIRA Conference and Exhibit** will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM



# tournament news



by

**Jack Frain, CIRA**  
**McDonnell Douglas Corp.**  
**NIRA Vice President,**  
**Tournaments & Services**

As the incoming Vice President of Tournaments and Services, I want to thank **Steve Waltz, CIRA** (Cummins Engine) for the help and advice he has provided during my first month in the office. As his successor, I shall continue the "Tournament News" column he initiated as a monthly report to all NIRA members. This first column will review the current status of NIRA tournaments and contests.

## ON-SITE GOLF TOURNAMENT

At this writing, arrangements for this summer's on-site golf tournament are still being finalized. Our news to date:

### —Regions I, II and VII

**Pete Schessler** (Lord Kinematics Corp.),  
Coordinator

September 24-25, 1977

Site to be announced

### —Regions III and V

**Sue Siwicki** (Bankers Life & Casualty Co.),  
Coordinator

Dates and site to be announced

### —Regions VI and VII

**Will Bruce** (Motorola, Inc.), Coordinator  
September 3-4, 1977

McCormick Ranch — Scottsdale, Arizona

### —Region IV

Details to be announced

## BOWLING TOURNAMENT

**Andy Zadany (Corning Glass)** has agreed to coordinate this national tournament again this season. The tournament will run in February, as usual. Full information will be announced as we approach entry time.

## TRAP SHOOT

Once again, we must thank **Bob Bauer** of Armco Steel for agreeing to coordinate the NIRA Trap Shoot Contest. This year, as in the past, the contest will be hosted by the Middleton Sportsman's Club in Middleton, Ohio. Details on the September 11 Shoot will be on their way to you in the near future.

## FISHING CONTEST

As Steve Waltz reported in his May/June column, **Gene Miller CIRA** (Michigan Bell Telephone Co.) is Coordinator of this year's Fishing Contest. Entry information should have reached all NIRA members. If you require further information, please call the NIRA office — (312) 346-7575 — or Gene. The contest closes at the end of December 1977.

## RIFLE/PISTOL CONTEST

**John Grubar** of the National Rifle Association will provide his expert coordination of our upcoming Rifle/Pistol Contest. The postal contest, scheduled for January through March 1978, will include men's competition for individuals and teams as well as women's individual competition.

## PHOTO CONTEST

The 1978 Photo Contest is tentatively scheduled for February through March of next year. We shall announce further details as entry time approaches.

## NEW TOURNAMENT

### POSTAL GOLF TOURNAMENT

In order to involve golfers who are unable to participate in NIRA's several on-site golf tourneys, the NIRA Board of Directors authorized a new *postal* golf tournament. **Glenn Westover** (Babcock & Wilcox) will coordinate it. The Tournament, to run August 1 through September 30, will tally scores from NIRA golfers who play on their home courses. Complete details should reach you soon.

### TOURNAMENT INFORMATION

for the 1977-78 season:

contact Jack Frain, CIRA  
**(314) 232-2336**

# NIRA'S BUSINESS

## Board, general members vote changes

One of the most important functions of our Conference and Exhibit each year is the forum it presents for members at all levels of NIRA to meet and conduct the business of the Association. The Board of Directors conducts two of its four regularly scheduled annual meetings during the Conference. The first includes Board members whose terms are current at the opening of the Conference. The second, following the members' annual meeting and elections, involves the new Board.

Every Conference delegate attends his or her regional meeting. These assemblies conduct the business of their respective NIRA regions and elect new Directors to fill any Board vacancies which have occurred.

Delegates also attend the annual meeting of members during the Con-

ference. It is here that Senior Directors from each region introduce their newly elected colleagues on the Board. Here, too, the full assembly of eligible NIRA voters elects a President-Elect and new Vice Presidents for those positions which are open. Members are also encouraged to introduce issues and make recommendations on any item of NIRA business.

### ANNUAL MEETING

May 14, 1977

1976-77 NIRA President **Roy L. McClure, CIRA** (Lockheed-Georgia Company) chaired the 1977 NIRA annual meeting. His most important responsibility was to conduct the election of officers.

NIRA voters elected **Richard M.**

**Brown, CIRA** as NIRA's President-Elect. Brown will succeed 1977-78 President **Fritz J. Merrell, CIRA** (Olin Corp.) next May. Brown is General Manager of the Texins Association, Inc., the recreation club of Texas Instruments, Inc. in Dallas, Texas. He has served on the NIRA Board of Directors as Treasurer and, most recently, as Vice President of Finance. He was a founder and the first president of the Dallas-Ft. Worth Metroplex Recreation Council (MRC). He is Program Chairman for the 1978 NIRA Conference and Exhibit, which will be hosted by the MRC next May.

Members also elected three other members to fill vacancies on the Executive Committee.

**A. C. "Al" Ward** became the new Vice President of Regional Manage-



Members of the 1977-78 NIRA Board of Directors at their first meeting. LEFT, left to right: Gene Miller, CIRA; Larry Lemme; Al Ward; Miles Carter, CIRA; Art Conrad, CIRA (foreground). RIGHT, left to right: Cheryl Jones; Jack Frain, CIRA; Kirt Compton, CIRA.

ment. Ward, a recent member of the Board of Directors, is Manager of Personnel Services for Owens-Corning Fiberglas in Toledo, Ohio. He is a charter member and the first president of the Toledo Industrial Recreation and Employee Services Council (TIRES).

**Ken Wattenberger, CIRA** (Lockheed California Company) was elected Vice President of Membership, a post he has held by appointment since **Mark Armstrong, CIRA** (Xerox Corp.) resigned last January. Wattenberger is Executive Director of the Lockheed Employee Recreation Club. He has long been active in NIRA nationally, twice as a member of the Board. He has also served as an officer in the NIRA Region VII organization and the Burbank Industrial Recreation Association.

**John (Jack) Frain, CIRA** was elected Vice President of Tournaments and Services. Frain, who is Recreation Supervisor for McDonnell Douglas Corp. in St. Louis, Mo., is also an experienced Board member. His participation in the St. Louis Industrial Recreation Council has included a term as vice president.

Members at the annual meeting also heard reports from the various NIRA Board committees, reported

below.

Several regional representatives addressed the annual meeting to advocate a return to the use of traditional job titles for Board and staff members. (A November 1976 postal referendum had authorized several title changes.) A consensus of all regions supported a recommendation by **Ron Hurst** of Control Data Corp. that the former titles be reinstated. The Board of Directors, at its next meeting, responded to that recommendation by ordering an immediate postal referendum on the issue. (See report, page 7.)

Conference Chairman **Bill DeCarlo, CIRA** (Xerox Corp.) thanked the many members who helped to organize the 1977 Conference and Exhibit. President McClure too, offered his appreciation for the support he received during his term as President.

## BOARD MEETINGS

1976-77 Board of Directors  
May 12, 1977

The final meeting of the 1976-77 Board of Directors was chaired by its President, **Roy L. McClure, CIRA** (Lockheed-Georgia Company).

Progress reports from the various Board committees showed NIRA moving ahead well at mid-year.

**PUBLIC RELATIONS:** NIRA has received encouraging coverage from the national and local press regarding members who have received NIRA honors and others who have been honored by the Association. Interest in the *NIRA Employer of the Year* continues to increase as the Award, established in 1971, gains national recognition.

**MEMBERSHIP:** A concerted effort has been mounted to work with regional leaders to bring new members into the Association. In addition, those organizations which have let their memberships lapse will receive special attention. All members, furthermore, have been encouraged to promote membership among their local non-NIRA colleagues. The NIRA office has free information and guidelines for all members to use when contacting potential new members.

**TOURNAMENTS AND SERVICES:** In the 1976-77 season, all Association tournaments and contests either retained their previous levels of participation or increased their enrollments. As reported in RM recently, a new postal golf tournament has been added to the NIRA schedule.

**REGIONAL MANAGEMENT:** NIRA regional leaders are showing more interest than ever before in organizing on a local level to supplement national events and services. Basic guidelines are now available to



continued  
on page 40

# Improve Adherence to Your Fitness Program

Part II of a three-part feature

by Robert S. Wanzel, Ph.D.  
and  
Richard R. Danielson, Ph.D.

## ALTERNATIVE WORKOUT SCHEDULE

The respondents to our survey were asked if having a fitness workout during office hours, two or three times per week, would have been a suitable alternative to their after-hours workout times and thus would have kept them in the program. The responses indicated that 65.3% of the drop-outs were in agreement with this idea, with 67.8% of the males being in agreement and 54.8% of the females agreed.

Also, 78% of the respondents felt that this type of scheduling would not have decreased their normal office productivity. The males were 76.0% in agreement as were 87.2% of the females. The 78% figure compares well with previous research carried out by Dr. Wanzel in 1974. That study, a Canada-wide employee attitude survey, revealed that at least 60% of the respondents felt that their daily production would not decrease if they exercised during

office hours. In this study, the figures for an alternative workout schedule and office productivity revealed no appreciable differences in attitude between the participants who achieved their objectives, those who did not and those who did not set any objectives.

## ATTENDANCE WITH A FRIEND

The respondents were asked if they had regularly attended the fitness program with either a friend or their spouses. This question is compared with sex, age and job classifi-

In January 1977, Drs. Wanzel and Danielson completed a detailed study of drop-outs from an employees fitness program for a large Canadian resource firm. The results of their study were reported by Dr. Wanzel to the 36th Annual NIRA Conference and Exhibit the following May. *RM* is publishing their report in three parts in its July, August and September 1977 issues.

PART I described the fitness program and facilities observed in the study. It covered the types of employees enrolled in the program and the general reasons they gave for dropping out.

PART II will continue with a more detailed discussion of employees' reasons for dropping out and how these reasons applied to different groups of participants.

PART III will compare participants' objectives for joining the program with their later adherence to its regimen. It will also examine the effect of scheduling on participation and offer several concluding recommendations for recreation administrators who contemplate beginning — or improving — an employee fitness program.

cation categories in the Table III.

As shown in Table III, 61.9% of the females exercised with a friend or spouse while only 25.8% of the males did. This held true when the sample was broken down into the three groups according to attainment, non-attainment and non-setting of objectives. The comparison with age showed that older participants were less likely to exercise with a friend or spouse. This was true for the older three age groups in approximately the same distribution. Among those under 25, of those who attained their objectives, 62.5% exercised with a friend or spouse, while only 18.2% of those who didn't achieve their objectives and 33.3% of those who didn't set objectives did so.

Table III also reveals that participants with greater job responsibility tend to exercise less frequently with a friend or spouse. The clerical personnel exercised with someone else 40.9% of the time, while only 15.4% of the management personnel followed the same pattern.

These findings open the possibility of developing better adherence

to fitness programs if the participants exercised more with a friend or spouse. A study by Massie and Shephard (1971) indicated this as more people dropped out of an individual aerobics program than quit a group YMCA program.

## INSTRUCTOR MOTIVATION

The respondents were asked if the program instructors should continually attempt to motivate them and 69.6% replied in the affirmative. If the respondents replied "yes", they were asked if their instructors had made an adequate attempt at motivating them. A substantial 73.7% felt that they had. Also, 83.1% of the respondents felt that they had been provided with enough information about the benefits of exercise.

The only difference noted among the three attainment groups was that 88.9% of the females who attained their objectives felt that their instructors did motivate them while only 61.5% of those who did not at-

tain their objectives and 40.4% of those who did not set objectives felt in agreement. This suggests that fitness directors may have to make a greater attempt to motivate women than they do to motivate men.

## LENGTH OF ENROLLMENT

The respondents were asked how long they had regularly attended the program before they finally stopped attending.

The information charted in Table IV reveals that most of the participants (76.8%) had withdrawn from the fitness program by the end of six months. An article by Tom Briggs (1975) in *Executive* magazine reported that of 100 people who signed up for an exercise program in the fall, 40% had withdrawn by the spring (or six months later).

Figure 1 shows the cumulative dropout rates for persons with at-

continued  
on following page

**TABLE III**  
**SEX, AGE AND JOB CLASSIFICATION COMPARED**  
**WITH PROGRAM ATTENDANCE WITH A FRIEND OR SPOUSE (%)**

	SEX			AGE			
	Men	Women	Total	Under 25	25-Under 35	35-Under 45	Over 45
Yes	25.8	61.9	34.9	36.4	40.6	33.3	25.9
No	74.2	38.1	65.1	63.6	59.4	66.7	74.1

	JOB CLASSIFICATION				
	Clerical	Technical	Supervisory	Management	Not an Employee
Yes	40.9	30.8	25.5	15.4	60.0
No	59.1	69.2	74.5	84.6	40.0

## Improve Adherence continued

tained fitness objectives, unattained fitness objectives and those who did not set any fitness objectives.

When comparing dropout rates of the "Attain" and "Non-attain" groups, it can be seen that by the end of the sixth month of attendance, virtually all those who had not achieved their exercise objective(s) had withdrawn from the program (93.2%). Only 63.5% of those who had attained their objective quit the program after six months. Persons who had not set any objectives fell between the two other groups in all

periods. Differences between the "Attain" and "Non-attain" groups were also significant at the one-month period, two-month period and all periods after the seventh month. It appears, therefore, that subjects who did not attain their exercise objectives dropped out at a significantly faster rate than those who did.

With regard to age and duration in the program, over the first six months, the 25-35 year olds dropped out most quickly. They were followed by those aged 36-45,

then those over 45. People under 25 dropped out least frequently.

The statistics for job type and duration in the program revealed that clerical and technical participants dropped out first. They were followed by supervisors and people who are not company employees (spouses, children). Management people tended more frequently to stay with the program during the first six months.

## CONCLUDED NEXT MONTH

## NIRA's BUSINESS continued

aid NIRA members in their local organizations. In addition, council and advice is available from both staff members and NIRA leaders, nationwide.

**RESEARCH/EDUCATION:** Work on the first college textbook for industrial recreation and employee services to be published in over twenty years continues to progress. Sponsored by the NIRA-affiliated National Industrial Recreation Research and Educational Foundation (NIRREF), the text will be in publication by the next Conference and Exhibit.

**CIRA/CIRL:** Recognition of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's) will receive greater prominence at future NIRA Conferences. The new CIRA/CIRL annotated Directory, *Who's Who in Business, Industry and Government Employee Recreation*, has been published and is selling well.

**AWARDS:** The membership of the NIRA Awards Committee has been formalized to include the following members: (a) The Immediate Past President, (b) Two members of the previous year's Awards Commit-

tee, and (c) One member named at large by the Committee Chairman. The Immediate Past President will chair the committee. The Awards Committee reviews awards nominees and selects the recipients of the annual NIRA awards.

1976-77 NIRA President **Roy L. McClure** thanked the Board for its support and acknowledged a standing ovation from the entire group.

### 1977-78 Board of Directors May 16, 1977

1977-78 NIRA President **Fritz J. Merrell, CIRA** (Olin Corp.) chaired the first meeting of the new Board of Directors. He began by introducing three people who will fill appointed positions on the 1977-78 Board.

**Jerre Yoder** (General Dynamics) was appointed Vice President of Finance by the Executive Committee. He will fill the remainder of the term for which **Richard Brown, CIRA** was elected in May 1976. Brown resigned from the position when he became President-Elect. Yoder is Chief of Employee Services for General Dynamics in Ft. Worth, Texas. He served NIRA most recently as Treasurer. In his home Region VI, Yoder is a founder of the Dallas-Ft. Worth Metroplex Recrea-

tion Council (MRC) and was its 1976 President.

Merrell announced that he had appointed **Stephen Waltz, CIRA** as NIRA Treasurer, following Yoder's resignation from that position. Waltz was 1975-77 Vice President of Tournaments and Services. He is Recreation Director at Cummins Engine Company, in Columbus, Indiana.

Merrell also announced the appointment of **Elizabeth Burchard, CIRA** as NIRA Secretary. Burchard heads the employee recreation program for Northwestern Bell Telephone Company in Omaha. She is a past NIRA Director and has been very active in NIRA efforts in several regions as well as at the national level.

**Arnold Light** of Hawaiian Holidays announced to the Board that the Associate members had re-elected him their representative to the Board.

Merrell welcomed each new member of the Board. He reminded all members of the Board that they — as Directors and as NIRA members — must operate for the benefit of the entire organization.

"The most important word is not YOU . . . or ME . . . but WE," stressed Merrell.

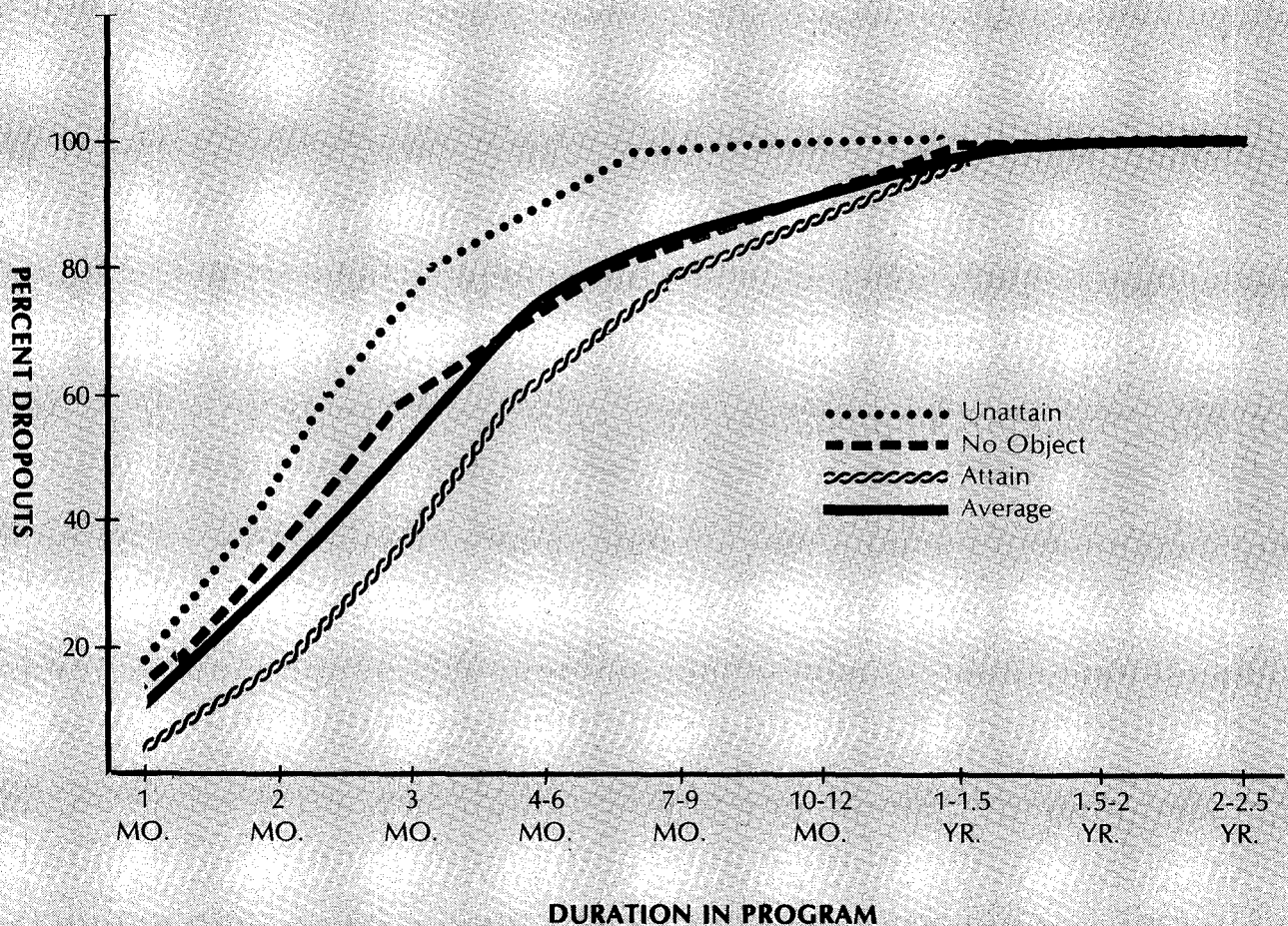
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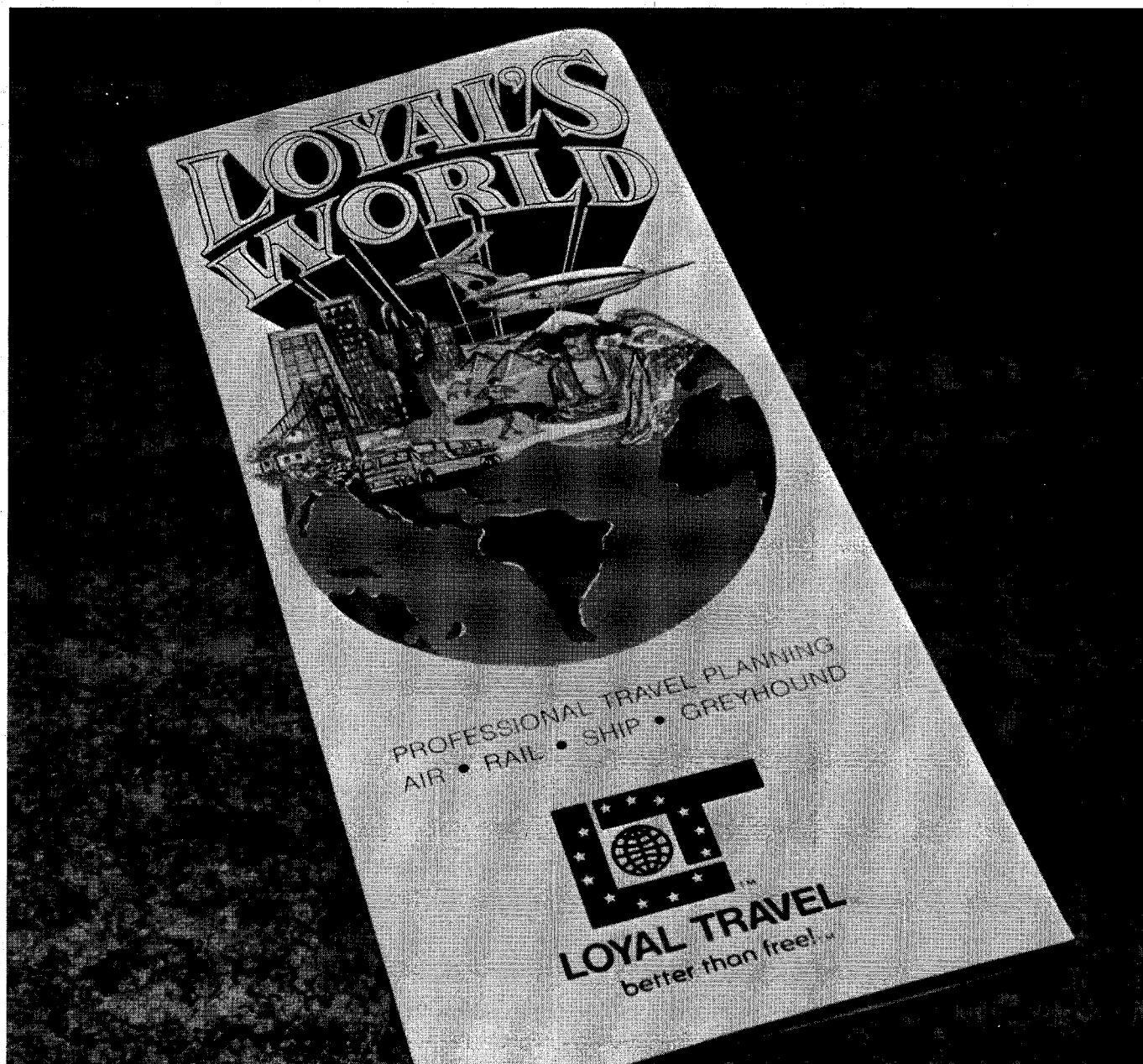
**TABLE IV**  
**LENGTH OF PROGRAM ENROLMENT**  
**COMPARED BY SEX (%)**

Enrollment	SEX		Total
	Men	Women	
Under 1 mo.	10.1	20.0	12.6
2 mos.	22.2	20.0	21.7
3 mos.	21.7	26.2	22.8
4-6 mos.	20.1	18.5	19.7
7-9 mos.	11.1	6.2	9.8
10-12 mos.	4.2	6.2	4.7
1-1½ yrs.	7.4	3.1	6.3
1½-2 yrs.	2.1	0.0	1.6
2-2½ yrs.	0.5	0.0	0.5

**FIGURE ONE — CUMULATIVE RATES OF EXERCISE DROPOUTS OVER TIME**



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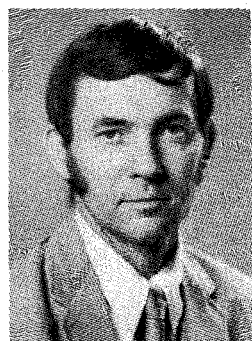
# meet your board



**Martha P. Byers, CIRA** is a Senior Director from NIRA Region II. She was elected to her first term on the Board of Directors at the NIRA Annual Meeting in May 1976. She moved to Senior Director a year later.

Martha Byers holds an A.B. degree in history and languages. She has been Employee Services Director for Owens-Illinois, Inc. in Toledo, Ohio for nineteen years. She is especially active in NIRA affairs in the Toledo area as a member of the Toledo Industrial

Recreation and Employee Services Council (TIRES). She is also Co-Editor, with her husband, Melvin C. Byers, CIRA, of the NIRA monthly ideas newsletter, *key notes*.



**John D. (Jack) Frain, CIRA** was elected NIRA Vice President of Tournaments and Services at the May 1977 NIRA Annual Meeting. He will serve on the Board of Directors in that office until May 1979.

Frain holds A.B. degrees in both physical education and journalism. He has worked in employee recreation and services for McDonnell Douglas Corporation in St. Louis, Missouri since 1957. He has been Recreation Supervisor since 1970. Frain has also had experience in municipal recreation, as Recreation Director for the city of

St. Louis from 1949 to 1956.

Frain's programs at McDonnell Douglas have won NIRA Certificates of Excellence and a NIRA Promotional Award. He is a past Vice President of the St. Louis Industrial Recreation Association and a former member of the NIRA Board of Directors. He has had two articles published in *Recreation Management*.



**Richard Wilsman, CIRA** joined the NIRA Board of Directors in May 1977 as the Senior Director from Region V. He was elected to complete the remainder of former Director Elizabeth Burchard's term. Burchard was appointed NIRA Secretary last May.

Wilsman has earned a B.S. in physical education and an M.S. in recreation administration. He has attended additional seminars in recreation and is very active in

the promotion of recreation education at the college level in his region. Since 1967, Wilsman has been Recreation Manager for Johnson Wax in Racine, Wisconsin. His full program won a NIRA Citizens Savings Award in 1977. Wilsman's previous experience includes nearly ten years in municipal recreation and four years as a recreation and athletic supervisor with the U.S. Air Force. He is a past President of the Wisconsin Recreation and Park Association and the Milwaukee Industrial Recreation Council. As a past member of the NIRA Board, he served as Vice President of Research and Education.


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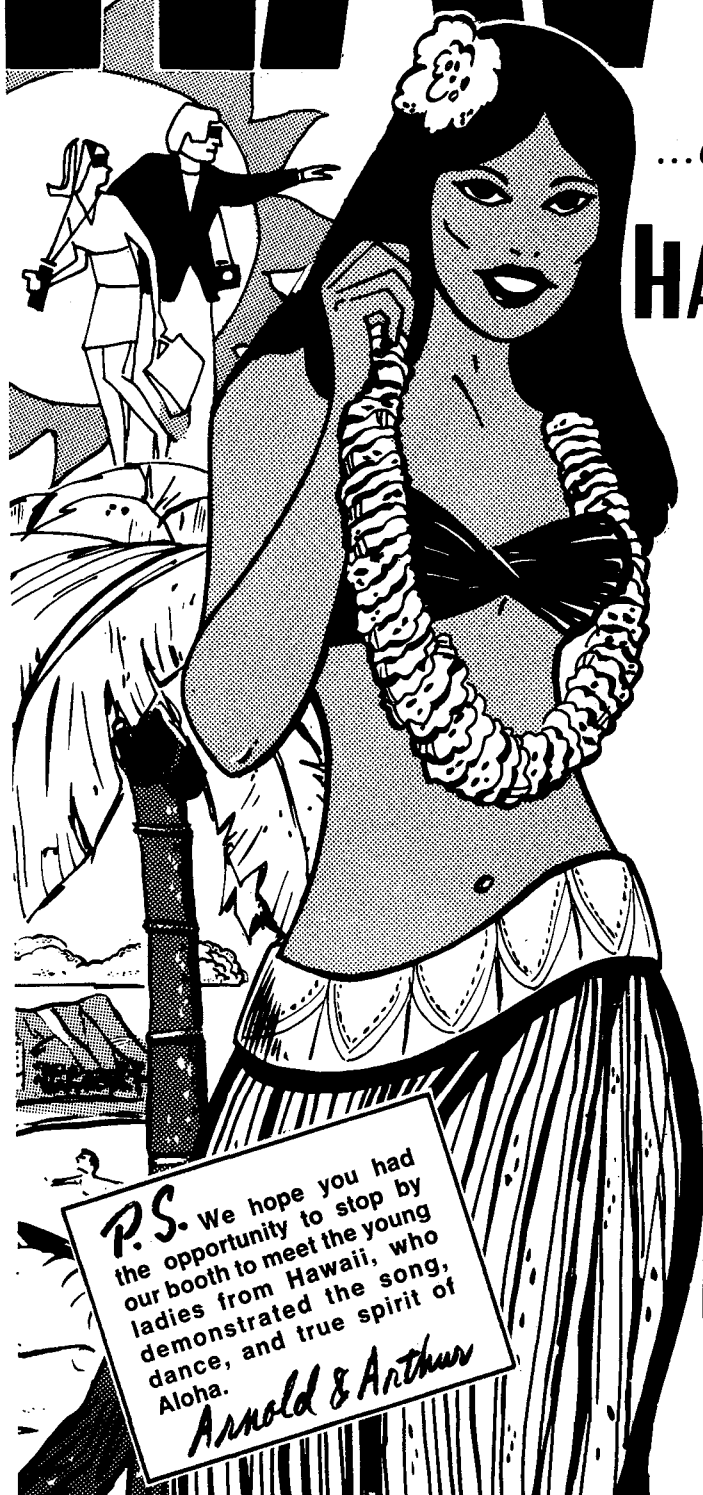


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# recreation management

Volume 20, Number 7

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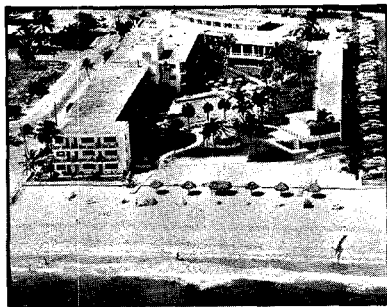
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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.

Controlled circulation postage paid at New Richmond, Wisconsin 54017.  
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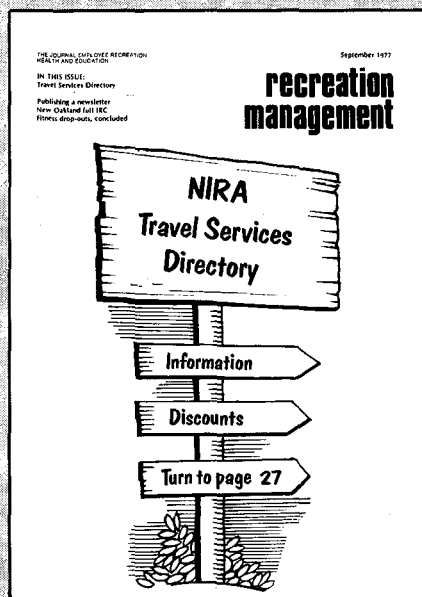
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## about the cover



Travel in one form or another is essential to most employee recreation programs. Some recreation directors organize day-hops or week-end trips to nearby attractions. Others offer longer domestic trips, while still others manage wide-ranging tours to destinations around the globe. Whatever its scope of organized travel, however, virtually every recreation program can offer special club discounts for nationally-known tourist attractions and accommodations. This year's "Travel Services Directory" is your source and guide for all these services — many with discounts and other special services to NIRA members. To learn more about the listings which interest you, contact the suppliers directly or circle the appropriate numbers on your Reader Service Card.

Next month: Hobbies/Social Events

# The NIRA President would like a word with you . . .

## . . . about our management role



**Fritz J. Merrell, CIRA  
Olin Corporation  
NIRA President**

Too many of us don't know who we are: representatives of management or members of the general work force. No matter where our personal friendships lie, no matter where we "came from" in the company structure, employee recreation and services directors are agents of management. Our function is to help our employers operate as profitably as possible by administering multi-faceted programs to build high employee morale.

Our best efforts are effective because they benefit the entire employee population. We earn management support as professionals or committed volunteers, however, because we enhance effective personnel management. We function best in all arenas when we remember this essential point.

NIRA has grown as the prominence of employee services has increased. With this growth and rise in status, our member directors have adopted increasing numbers of

management functions, on both official and unofficial bases.

Although our name, National Industrial Recreation Association, originates in our early, narrower area of purely recreational interests, the scope of our current efforts often includes many other services. Among them are employee education, communications, mental and physical fitness, family services, merchandise and service discounts, company stores and credit unions, insurance and pension benefits, service award programs, community relations work, employee counseling, and leadership training and development.

Those of us whose programs appear on the surface to be strictly recreational hold no less important position as personnel agents. We are usually the most visible and approachable representatives of the company — of management. When employees come to us seeking information, advice and friendship, they see us not only as fellow employees but also as someone "in the know" — someone in management. We must never forget, as we deal with our friends in the plant or office, that — to them — we are, in some sense, The Company. When our programs are successful, we contribute to a more successful corporate effort.

Part of our management function in recreation is to find and encourage future leaders for the company. I know of no better method of leadership selection and training than an organized employee club. The involvement in the club offers an excellent training ground for employees with leadership potential. It educates them not only in the

basics of organization and motivation, but also familiarizes them with a full range of management techniques and procedures.

We in recreation also act as communications managers. The natural two-way communications developed through an employee association by-pass the road blocks often encountered through other channels. We provide opportunities for the relaxed, person-to-person contact that is most difficult to establish in any other systematic form of employee communications.

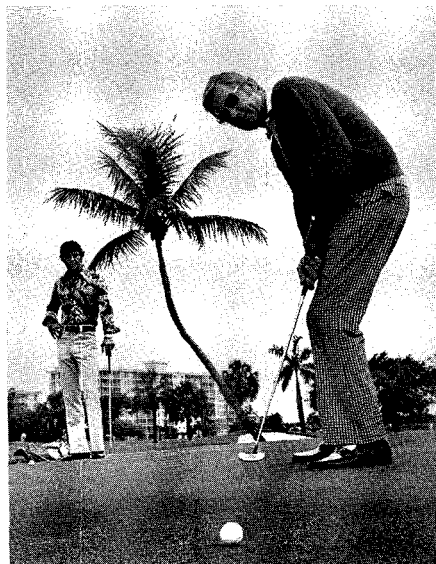
NIRA, from its inception, has been a management organization, devoted to the principles of harmonious employee relations. Our members, as management representatives, as recruiters and trainers, and as communications facilitators, act for management. We operate most effectively when we serve enlightened personnel goals by administering programs which the employees enjoy and appreciate.

We are proud of the results obtained through this concept. As representatives of modern management, we look to the further growth of employee programs through the efforts of NIRA and its individual members.

A handwritten signature in dark ink, reading "Fritz J. Merrell". The signature is written in a cursive, flowing style.

Susan Siwicki (Bankers Life & Casualty Company) is the new Junior Director from **Region III**. She was incorrectly identified with Region II in this column last month — Editor's error

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# nira news

## "Bowlympics" medal for your employees

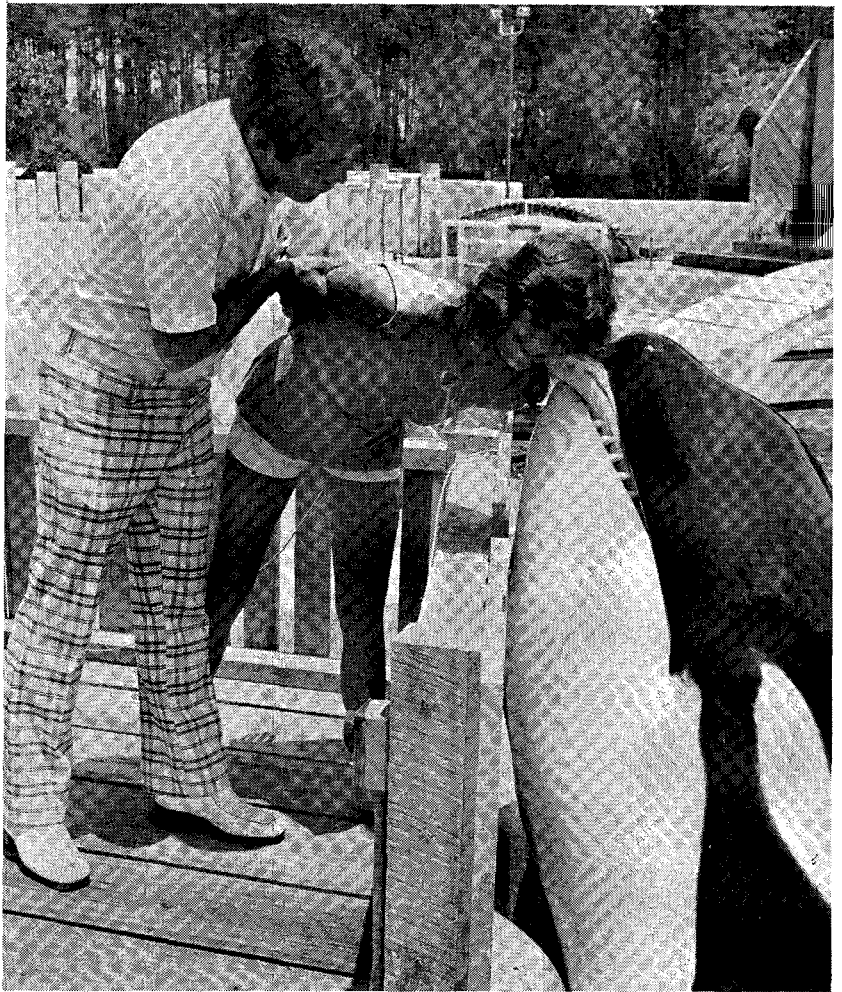
Your employee bowlers may be able to "take home the gold" from their local lanes this fall. The National Bowling Council (NBC) has initiated a new award medal to honor bowlers who improve their averages by a total of 175 pins or more in any sanctioned 3-game series.

The 1 1/4-inch "Bowlympic" medals will be awarded at participating bowling centers through December 31, 1977. The medal, a replica of an Olympic gold medal, hangs on a 30-inch neck chain appropriate for both men and women. It will be awarded on a one time only basis.

The NBC is offering the "Bowlympics" program as a promotional option to bowling centers throughout the country. To learn more about the "Bowlympics" program, including the names of participating centers in your area, contact the NBC at 1666 K Street, N.W., Suite 611, Washington, D.C. 20006 — Phone (202) 659-9070.

**NIRA Newsnotes . . . George Grigor, CIRA** of Kodak Canada authorized the presentation of Certificates of Merit to four outstanding volunteers for recreation. Receiving the Certificates at Kodak Canada's Ninth Annual Sports Night were Cam Marshall, Don Dempson, George Cruickshank and Norm Fisher. Said Grigor about the volunteers, "These four are stalwarts and deserve this honor presented by the National Industrial Recreation Association."

## Whale finds happiness with a Stork . . .



. . . at the 1977 NIRA Conference. Jeanie Stork, a NIRA member from Gilbert Associates, Inc. of Reading, Pa., visited Sea World in Orlando, Florida as part of the 1977 NIRA Conference and Exhibit. While there, she caught the eye of Shamu the killer whale and gamely stopped for a "kiss". Thanks to Sea World for the photo.

rm



## key notes

**Monthly newsletter — Melvin and Martha Byers, CIRA's, Editors**  
**Programming ideas and administration principles for recreation directors**  
**Another NIRA member service**

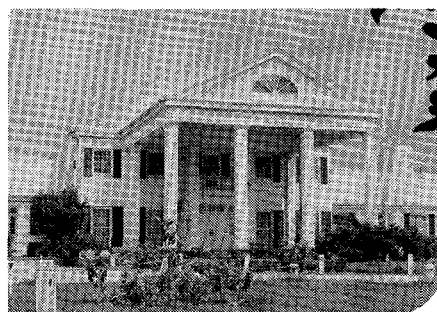
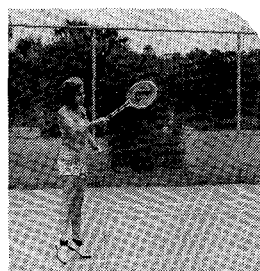
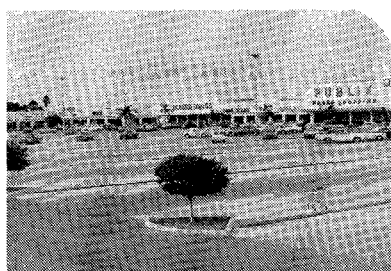


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Another of the CARUTH HOTEL & RESORT PROPERTIES is the North Park Inn of Dallas, Texas — the site of the NIRA Conference and Exhibit for 1978. In appreciation — we'd like to invite all NIRA members to take advantage of a 15% discount on rooms at any of these 3 CARUTH HOTEL & RESORT PROPERTIES.

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# news in brief

## Hunting, fishing license record set

A record 60 million Americans spent close to \$318 million on state hunting and fishing licenses in 1976, according to state license sales figures released recently by the Interior Department's U.S. Fish and Wildlife Service.

"Both figures are record highs," said Service Director Lynn A. Greenwalt. "They show that Americans continue to find hunting and fishing major pastimes." One of every five Americans enjoys the outdoors as a hunter or angler. License sales figures for last year represent an increase of \$23 million in state sales and 500,000 in license holders over 1975. Since some states do not require licenses for ocean fishing, children under 16 years of age, or senior citizens, these figures are considered conservative estimates.

"The revenues derived from these license sales enable states to conduct their fish and wildlife conservation and management programs," Greenwalt said.

Pennsylvania led all States in the nation last year in sales of hunting licenses with 1.9 million licenses,

tags, permits and stamps sold. Michigan, New York, Texas and Wisconsin ranked just below. Montana was the state most frequently visited by out-of-state hunters. Last year, over 127,000 non-resident permits were sold there.

California led the U.S. in sales of fishing licenses with 5.8 million licenses, tags, permits and stamps sold. Closest runner-up was Michigan with 1.6 million sold. Other heavily fished States were Wisconsin, Missouri, Oregon, Tennessee and Texas. Minnesota attracted the most out-of-state fishermen in the country with 415,000 visitors buying licenses there last year.

## U.S. travel costs keep moving up

To no one's surprise, the cost of travel in the United States continues to rise. It may be a consolation to some, however, to note that the cost of getting around is rising no faster than the overall Consumer Price Index.

The cost of domestic travel rose 0.8 percent in April, the last month for which published figures are available. The rise, measured by the Travel Price Index (TPI), parallels the increase for that month in the overall cost of living. The TPI measures changes in the seasonally unadjusted cost of lodging, food, transportation and other goods and services purchased by Americans while traveling away from home in the U.S. Last April, the TPI stood at 178.8, compared with an April 1967 absolute of 100. The figure rose 7.7 percent in one year, considerably faster than the 6.8 percent increase in the Consumer Price Index for the same period.

## Consumer Survival Kits rich in information

Recreation directors whose programs include consumer education, information and classes will be interested in the "Consumer Survival Kit" series available from the Maryland Center for Public Broadcasting. The Kits, originally produced as supplements to a highly successful consumer education program for public television, cover 78 subjects of interest to American consumers.

Each Kit consists of an attractive, 24-page book, filled with information and referrals. The books make liberal use of photographs and diagrams to illustrate their clear, informative texts. Perhaps most valuable are the extensive reference lists, included to help consumers find additional information and assistance.

Subjects cover virtually every consumer concern. A brief sampling includes information on consumer credit rights, small claims courts, financial institutions, investment frauds, vacation planning, nursing homes, tenants rights, wills and estates, selecting a lawyer, and many more. The books are available singly, in small orders, or in larger discounted quantities.

The three-year long series of television programs on which the series is based was aired by 236 stations, nationwide. Selected programs were cited by the U.S. Department of the Treasury and the American Health Care Association for outstanding public service.

For more information on the series, and to request a sample Kit, contact Denis LaComb or Fran Johansson at the Maryland Center for Public Broadcasting, Owings Mills, Maryland 21117 — Phone (301) 356-5600.

# National Hunting & Fishing Day



## SEPTEMBER 24, 1977

**Newsnotes** . . . all areas of the National Park System have adopted a previously experimental means of cutting down on littering. Effective this summer, a five-cent refundable deposit has been placed on bottles and cans of soft drinks and beer sold on any Federal property. A test program conducted from May to September 1976 at Yosemite National Park showed a 300% increase in the total return of aluminum, glass and steel containers . . . Results of a recent study by the Department of the Interior indicate that as many as 2.4 million waterfowl die each year in the U.S. from lead poisoning. The lethal lead comes from spent shot which reaches the birds through the food chain in their natural feeding grounds. About 15 million birds are "harvested" each year by hunters. Dr. Milton Friend, Director of the National Wildlife Health Laboratory in Madison, Wisconsin is studying the feasibility of introducing a non-toxic shot to American sportsmen . . . A Louisiana physician who pleaded guilty to possession of 11 freshly killed ducks in closed season was recently sentenced to open a two-week free clinic. On June 7, Dr. Robert Boulet, 43, of Larose, La., pleaded guilty to the charge before U.S. Magistrate Ingard O. Johanne- sen of New Orleans. Since local jails were full at the time, the judge accepted the defense attorney's sug- gestion that his client hold the open clinic. The Judge instructed Boulet to advertise his service in local newspapers and on the radio. A companion of Boulet, 24-year-old college student Michael McCarthy, was sentenced to work four Satur- days for Goodwill Industries. **rm**

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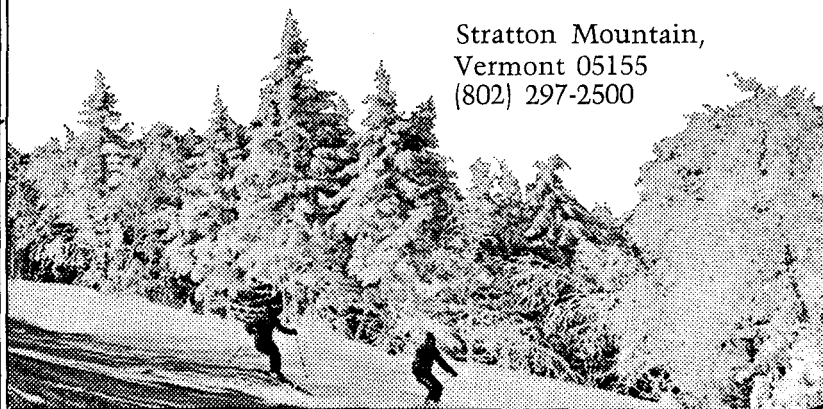
Only when a resort offers superb facilities in not one, but in many recreational areas, can it be considered premier. Stratton Mountain offers:

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Informal activities include riding, antiquing and scenic chairlift rides. The highly acclaimed Stratton Arts Festival is held during the peak of foliage season (mid-September through mid-October).

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# associate profile

## Fun Guides dining discounts double participation

In the past year alone, participation in the Fun Guides restaurant discount program has doubled. The list of participating restaurants has expanded to include prestigious establishments in more cities. Fun Money now helps more than 600,000 employees and their families and guests enjoy 30-50% discounts at 60 well-known restaurants in Chicago, New York, San Francisco and Dallas. This month, the Fun Money will move to Los Angeles as well. Fun Guides President Hal Gross, who is headquartered in Chicago, plans expansion of the service to Atlanta, Miami and Washington, D.C..

The Fun Guides program is simple for the recreation director to administer. Fun Money can be made available to employees, at no cost to the sponsoring employer, in any of three different ways. Under the most widely used option, Gross supplies Fun Money on consignment in \$10 denominations. The certificates, which are specialized for each city and list participating restaurants, are then sold to employees for 30 to 50% below their face value. The certificates may also be obtained by the recreation director or individual employees by mail order or directly from the local Fun Guides office. When employees dine at any of the participating establishments, they use the Fun Money at face value to cover the cost of drinks and meals. Taxes and tips must be paid in cash.

The recreation office simply remits the amount collected to Fun Guides. Most directors find it convenient to deposit employees' payments in the recreation account and send a monthly check to Fun Guides. Others simply send employees checks to Fun Guides.

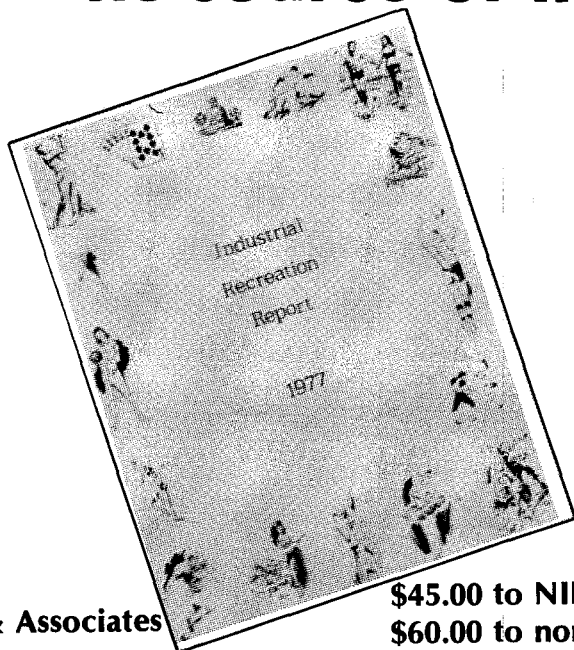
The hassle-free Fun Money program combines the best of local employee recreation with the convenience of standard ticket discount programs. Employees know the value of the program since they know the reputations of participating restaurants. Recreation directors can provide the money-off service while leaving the arrangements to employees. Both the recreation program and the participating employees benefit from the prestige of famous participating restaurants.

NIRA companies from urban areas, which often find it difficult to generate participation in programs near the plant or office, also appreciate Fun Money. Hal Gross has talked with several urban employers who have attempted to organize restaurant discount programs. They were delighted when Fun Guides offered a pre-packaged program which fitted their needs. NIRA members including Continental Bank in Chicago and the New York Stock Exchange are typical of this group.

Hal Gross and his staff are happy to discuss distribution and publicity arrangements.

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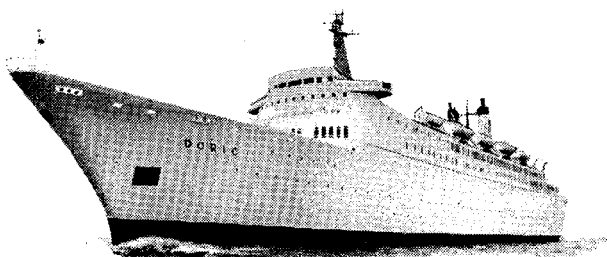
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Both ships have a wealth of public rooms for every requirement. They are well-equipped with audio-visual facilities for meetings at sea. And our experience in serving groups can be of invaluable help to make your program a success!

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# organization profile

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## Kodak Park Activities Association

with Kirt T. Compton, CIRA

*This is the first in a series of "organization profiles" describing the 1977 winners of the NIRA Citizens Savings Award for overall excellence in programming. The Award is presented annually to employee recreation programs in four size categories. We begin with the largest category — over 10,000 employees at one site.*

The Kodak Park Activities Association (KPAA) serves employees of the Kodak Park Division of Eastman Kodak Company in Rochester, New York. Kodak Park is the company's largest manufacturing plant and produces much of its photographic film, paper and chemicals. Employment at year-end 1976 was about 31,000. Under the administration of Executive Secretary Kirt T. Compton, CIRA, the KPAA program offers the very best of employee recreation and services. Some of the KPAA's solutions to common recreation problems it faces may prove useful to directors of other programs in organizations of all sizes.

### Why have a recreation program?

The Kodak Park Activities Association originated for the same reasons that any company recreation program arises. Its objectives reflect the belief that management can serve its own best interests by serving the leisure needs of its employees. According to its constitution, the KPAA exists to:

1. Promote and encourage a program of athletic, social, educational and cultural activities for and among its members

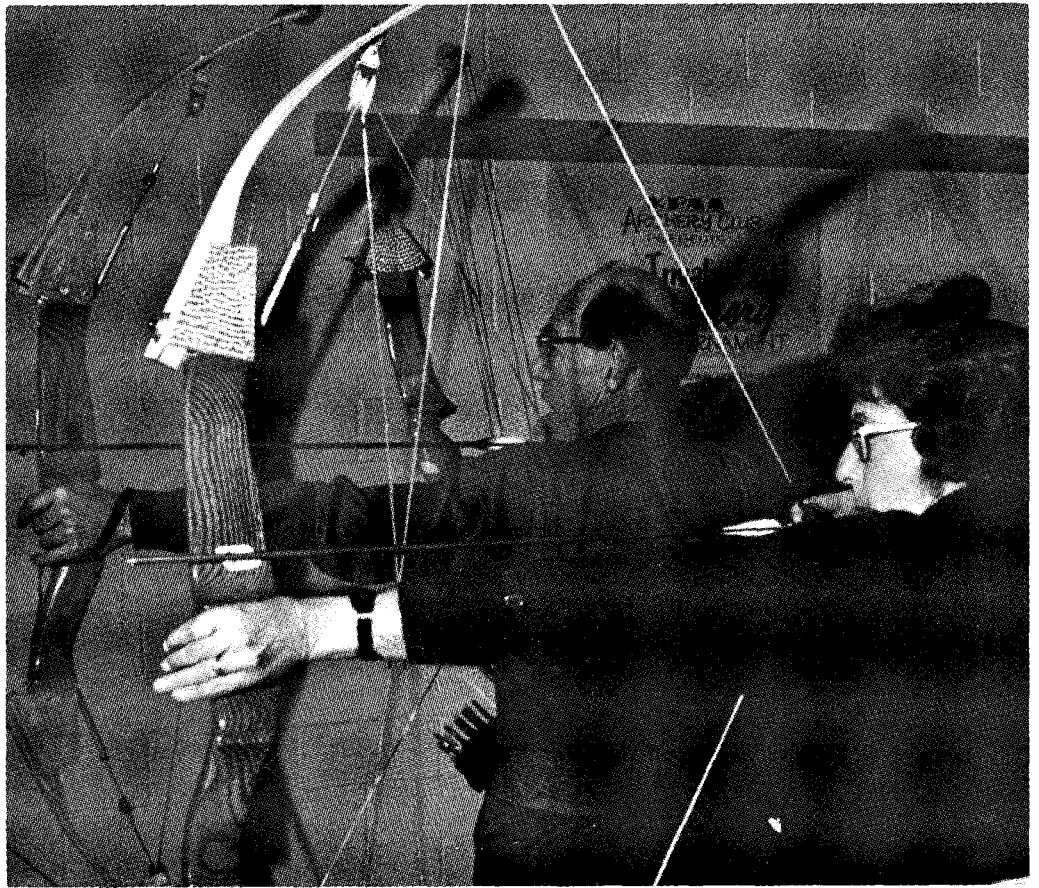
2. Create a better acquaintance and closer relationship among its members
3. Stimulate through its program, employee and company interests
4. Provide certain recreational and/or entertainment services to employees of the Kodak Park Division of Eastman Kodak Company

### Putting together an organization

Because of its size, the KPAA requires a large professional staff, under the direction of Executive Secretary Compton. He works with the KPAA Board of Governors, an elected body composed of employees. The KPAA is linked to corporate management by the Director of Personnel Activities who acts as a "guide" to the Board and works with management in matters related to employee recreation programs.

Special interest clubs and activities — from the rose and garden club to the karate classes — have volunteer employee officers. The officers are chosen by their constituents because of their special knowledge and enthusiasm. They are not experts, however, in the overall administration of the KPAA. Professional staff people are assigned to work with them. Perhaps most important of the areas in which staff people and club leaders cooperate is in the preparation of the annual recreation budget. Each club has the opportunity and the satisfaction of becoming involved in the budget request for its particular activity. The KPAA Executive Secretary and Board





**Members of the KPAA Archery Club practice for an upcoming tournament. The archers represent just one of many special interest clubs and activities guided by the Activities Association.**

of Governors, the Director of Personnel Activities and, ultimately corporate management, determine allocations. The initial consultation with club officers, however, helps the administrative structure stay in touch with each special interest. It also helps participants in each activity, including their needed volunteer leaders, feel that they have been consulted and their thoughts heard.

Like any recreation organization, the KPAA needs a constant flow of fresh, new ideas. KPAA staffers are regularly rotated among the various responsibilities in the Activities area. This brings new points of view to existing programs and provides staff people with the opportunity to learn about the full range of KPAA activities. Staff people are also assigned special projects. This individual challenge helps give potential leaders a chance to demonstrate their abilities and provides the Association with a better-rounded, more flexible staff.

## **KPAA facilities and programs**

The Kodak Park plant stretches over a seven mile long area and includes some 200 major manufacturing buildings. For the convenience of both employees and the Activities staff, a main recreation office on one side of the plant and an annex on the other side offer the day-to-day services to employees.

The Eastman Kodak Company Recreation Center contains 300,000 square feet of space under one roof. The KPAA main offices are located there, along with

four restaurants which seat a total of 2,300 people. The Auditorium, also located in the Recreation Center, seats 2,224 people for a schedule of activities which includes movies, plays, concerts, variety shows and travelogues. The Bowling Center includes 20 lanes for employee use. Lanes are open to employees and their families from September through April, 8:00 a.m. to midnight, seven days a week. The flexible hours allow employees from all three work shifts to enjoy the facility. The Gymnasium measures 105 by 125 feet and includes foldout bleachers for 1,400 spectators. Many sports and fitness activities make full use of the gym. Meeting Rooms in the Center provide facilities for the scores of clubs and special interest groups in the KPAA. Additional facilities in the Center include a billiard room, a rifle/pistol range, a golf driving range, men's and women's equipped fitness rooms, locker facilities, squash courts, an amateur radio room, an archery range, sewing and ceramic rooms, and a retirees' lounge.

A smaller but still sizable recreational building is situated across the Park from the Recreation Center. The annex office of the KPAA is located here, along with a game room and a multi-purpose area.

Outdoor facilities at Kodak Park would be the envy of many a town of 31,000 people. They include softball

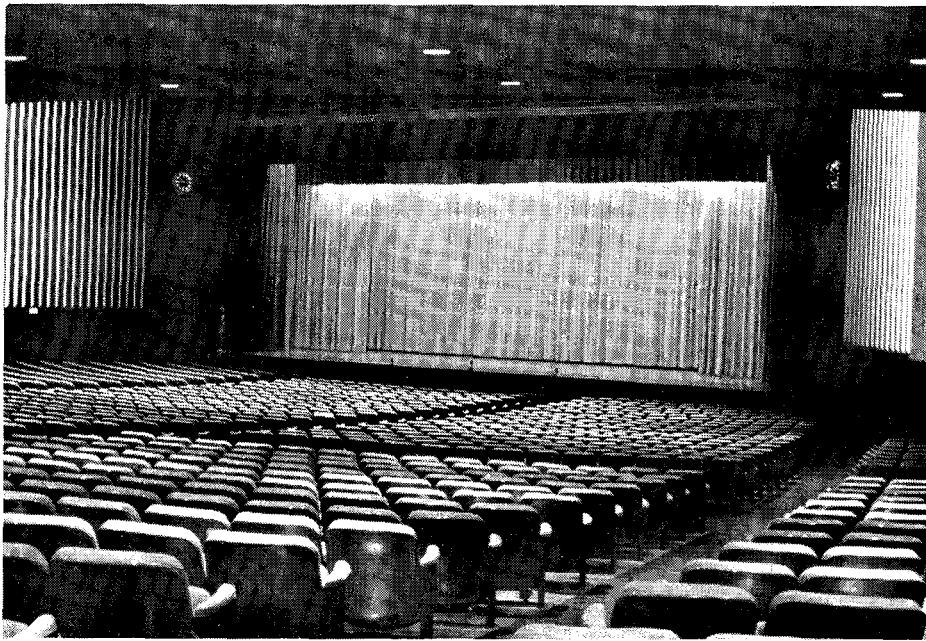
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on following page**

diamonds; a clubhouse; courts for tennis, platform tennis, basketball, badminton, bocci, volleyball and a golf driving range. The plant also boasts an 18-hole putting green, a picnic area and horseshoe pits.

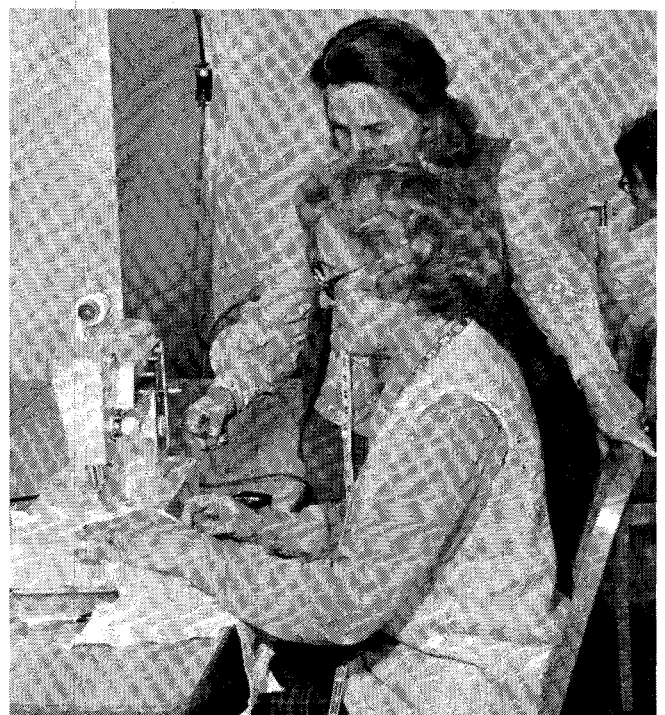
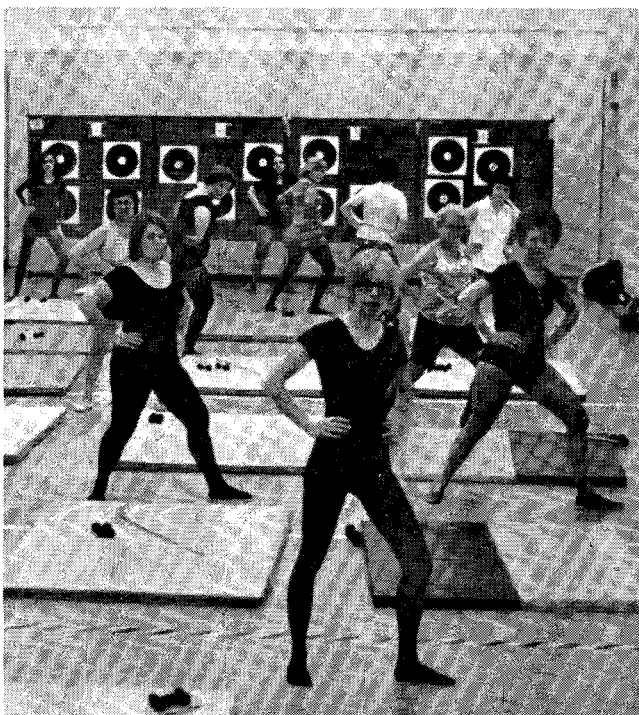
Shared facilities are an important part of Kodak's recreation program, just as they are important to organizations with no facilities of their own. The KPAA must look to the Rochester community for example, to find enough bowling facilities for the 2,700 bowlers who participate in Association leagues. The Association also

refers employees to the YMCA for scuba diving lessons, area ski centers for winter recreation, local restaurants and clubs for various social activities, state and local parks for club outings, and private sports facilities for group competition.

The KPAA also cooperates, as do many recreation organizations, with local sports clubs to arrange discounted outings to professional and semi-professional auto racing, hockey, baseball, soccer, basketball and football matches.



**The Eastman Kodak company Recreation Center facilities cater to a wide-ranging variety of employee interests. (Left) The auditorium is equipped to handle movies, variety shows, concerts and more. (Below left) The gymnasium hosts sports and athletic activities, including fitness classes. (Below right) Special interests of all kinds, including personal tailoring, find space in the Center.**



## Dealing with problems

Small organizations may find it hard to believe, but the KPAA program has faced a shortage of facilities and staff in the past few years. Like organizations of every size, Kodak found that participation in its program overran existing facilities. The solutions they found may apply to organizations of every size which experience similar problems.

As interest in a particular sport — specifically squash — increased, the process of reserving court time grew expensive and inefficient. Telephone lines could not handle the volume of calls. Inevitably, the system became a scheduling logjam and a irritation to participants and KPAA staffers alike. To solve the problem, KPAA devised a new sign-up system that is more equitable to participants and less costly to the company. Participants now fill out a monthly court schedule requesting their most desired court times. Selections are made at random and all participants are accommodated in the fairest way possible. Both time and money were saved.

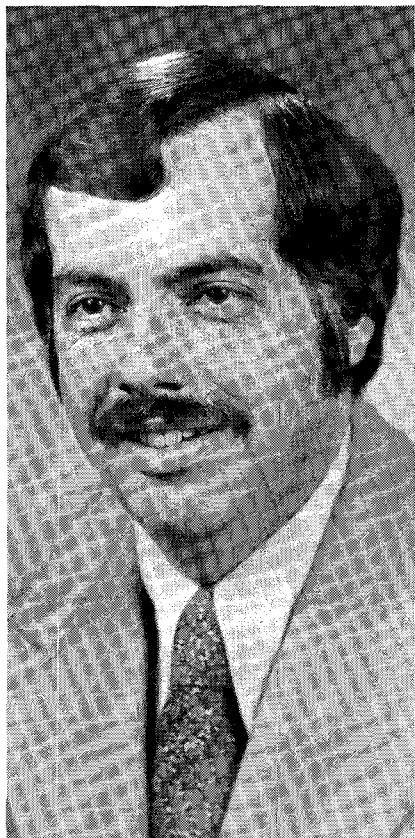
The KPAA faced a ticklish problem when a large increase in sports participation among women put pressure on an already tight gymnasium schedule. Employee interest demanded the expansion of both volleyball and basketball for women. In order to accommodate the expanded women's leagues without cutting back on the men's, the Association adopted two new scheduling methods. A rotational system solved the scheduling problems for volleyball. Teams played at varying times

during different weeks, rather than playing at a regular time every week. This flexibility on the part of team players eased more participation into the gym schedule. The men's basketball program accepted some adjustments to accommodate the increase in female basketball teams. A "bye" system was introduced under which teams rested once every few weeks. In this way, the men's basketball program lost neither teams nor total play days, while the women gained the court time they needed.

Softball, always a popular activity, grew dramatically in 1975, putting additional strain on available playing fields. To accommodate the demands of additional teams, the KPAA began to schedule two games per evening on available unlighted fields. Teams rotated early and late playing times. The Association also cut back on regular league schedules and offered week-end tournaments as a substitute. With this juggling of schedules, all interested participants were accommodated and tournaments were well received.

The Kodak Park Activities Association is one of the most dramatic examples of modern employee programs in the United States. Its facilities and staff are beyond the reach of the vast majority of NIRA members at the moment. Even so, its problems and the solutions conceived by its staff are remarkably similar to NIRA member organizations elsewhere.

RM



**Kirt T. Compton, CIRA**  
Executive Secretary  
Kodak Park  
Activities Association

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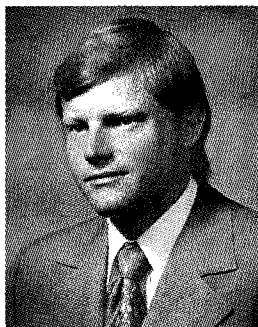
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Kotz & Schneider  
Land and Recreation  
Planning & Design  
Syracuse, N.Y.

## Could you build a recreational pond?

Water is one of our most popular recreational resources. Lakes and rivers offer obvious opportunities but, where feasible, a pond may not only be attractive but may also be designed to accommodate a variety of activities. Swimming, fishing, cast-

ing, canoeing, sailing, model boating and, sometimes, ice skating are just a few.

Regulations may influence whether, where, or how you build and use a pond. Before you invest in a pond for your facility, learn the "rules of the game". It pays to get expert help. Each pond must be designed for its particular site and intended uses. Size, water depth, hydraulics, vegetation control, and shore treatment are a few criteria to be considered. A properly designed pond will be less expensive, easier to manage and safer than a carelessly developed one.

There are three crucial considerations for any potential pond site.

**Topography** — A natural low area with a narrow neck at its low end is best. It will impound the largest water area with the shortest dam.

**Soil** — Clay soils are ideal for watertightness. Sand, gravel, and rock may permit excessive seepage and eventual failure of the project.

**Water** — Adequate clear water is needed to keep a pond full without wide fluctuations. Springs or seeps are ideal. Streams are difficult to control and may flood, although water can sometimes be diverted from a stream.

Ponds are not without problems. Water is a natural attraction and presents hazards and liability exposure. Aquatic plants, undesirable animals, fish kills, and construction faults are common problems requiring continuous management.

If you have the right conditions, a good location, and a need for water-based recreation, however, a pond may be the answer.



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winner in  
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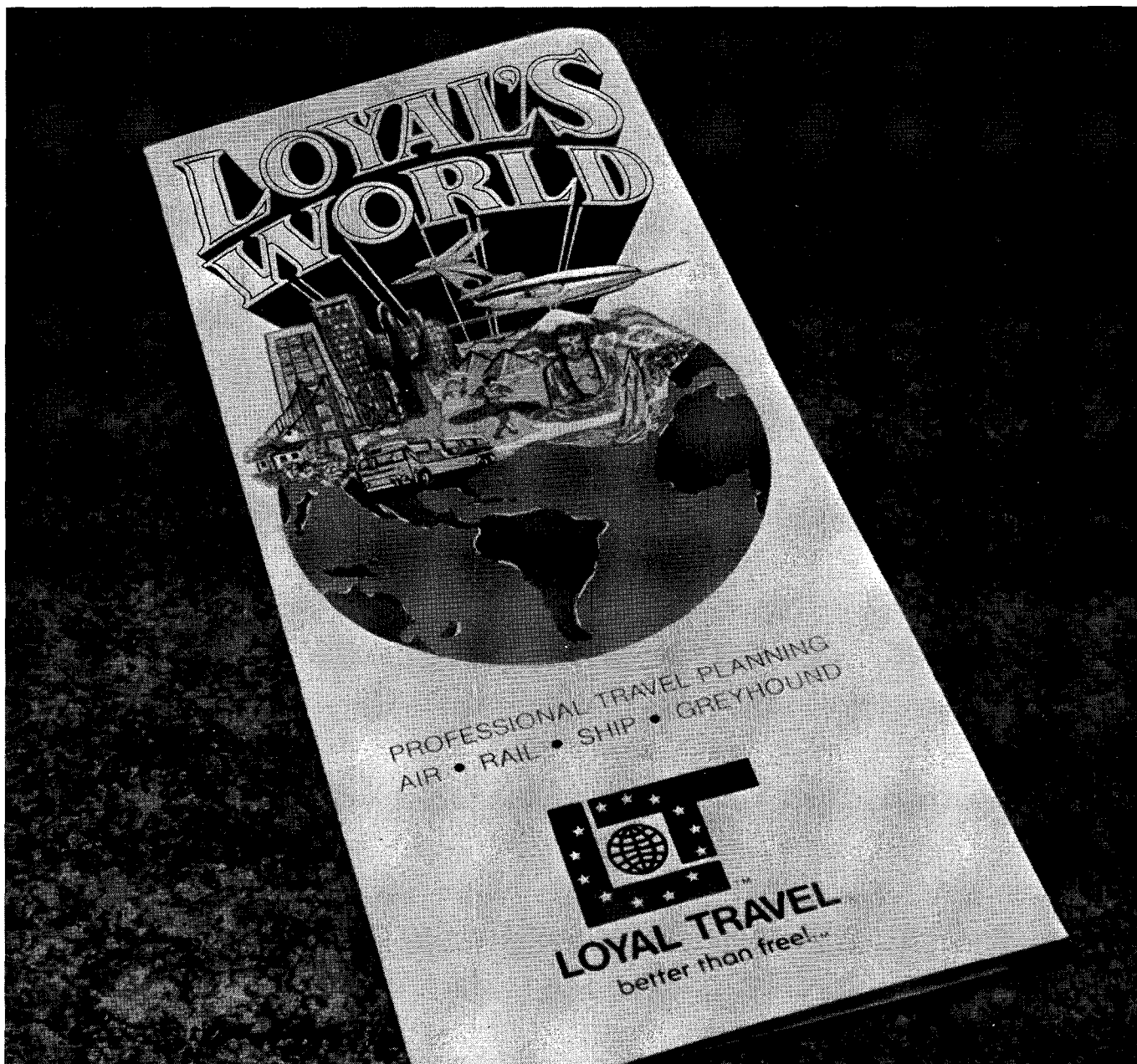


CIRCLE READER SERVICE CARD NO. 25



Canoeing is just one of many recreational activities made possible by a pond.

RM



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# Publishing a Recreation Newsletter

Basic how-to guidelines  
from a recreation director who developed  
a successful newsletter "from scratch"

by Robert D. Gardner, CIRA

**T**HE NEED for a recreation newsletter depends primarily upon the communications which are already available to you within your organization. If you have an existing "house organ" and its staff is willing and able to provide adequate coverage of recreation programs, consider yourself fortunate. Stick with a good thing!

When investigating whether you require a recreation newsletter, consider such variables as the size of your company and the number of its employees, the number of working locations and the geographical area which your recreation programs serve. If your present methods of communication are achieving desired results, you probably do not need a newsletter. It is a time-consuming task and your efforts can more than likely be put to more productive use in other areas. Assuming, however, that you are considering entering the newsletter business, let me tell you about our *Edison Employee's Club Bulletin*. Our experiences may be helpful to you.

In 1971, our Employee Club began publishing a monthly flyer which was prepared by volunteer club officers. It contained many typographical errors and very little of anything else. There were no photos. Activities were promoted in a rather dull manner and no follow-up coverage of events was provided. It was a good first effort, however, since we did not have any type of newsletter before its appearance. Space available for recreational topics in our existing company newsletter

was minimal. Participation and interest in our recreational programs had been steadily declining and our club was in danger of disappearing from the scene.

In 1972, when I began serving as the Employee Club President on a volunteer basis, I decided to attempt to publish a recreation newsletter of higher caliber in the hopes of reversing our club's downward trend. As a beginner with no journalism experience, I contacted the pros for some advice and guidance. Fortunately, we have here at the Edison Company a very capable office services department staff. With the enthusiastic assistance of its graphic illustrator, composition machine operator, and other reprographics personnel, the recreation bulletin began to acquire a new look. Our newsletter was born. Since its inception five years ago, the newsletter has become an established and very important part of our recreation program. It is an in-house effort from start to finish. Everyone involved in its publication takes personal pride in his or her respective contribution.

Initially, the newsletter was called the *G.O. 13 Club News*. The name was a hold-over from the decades-old name for our employee organization. It is now called the *Edison Employee's Club Bulletin*. It has been revised and upgraded over the years and is currently undergoing some additional changes. The *Bulletin* contains future events promotion, photos and stories of past



events, announcements of the various discount programs offered to our employees, individual employee spotlights and feature stories about our sports and hobby clubs. It also contains humorous articles and stories of human and general interest. We originally had a "classified" section. However, our company newsletter has recently started its own "classified" section. Consequently, we have discontinued this part of the *Bulletin*. Due to time demands, we have temporarily changed from a monthly to a bi-monthly publication. We will probably return to the monthly schedule in the near future.

The *Bulletin* has helped significantly to turn the employee recreation program around. It has improved our strength, participation and status in the Company in several ways:

1. Participation in the activities program increased approximately 400% during the first eight months of the *Bulletin's* publication and has continued to grow ever since.
2. Our special interest clubs have increased in number from three to sixteen. The *Bulletin* promotes them, solicits new members, and provides publicity for their various programs.
3. The *Bulletin* has helped create more of a family spirit in the Edison work force. Numerous letters and comments from employees indicate that the *Bulletin* is a definite morale booster.
4. Finally, the tremendous growth which our Employee Club experienced after the *Bulletin* went into circulation resulted in the volunteer Club President being promoted to a full-time paid recreation administrator.

The recreation newsletter continues to be a necessity for us. It is tremendous asset to our programs.

## Initiating your newsletter

A recreation newsletter has been very successful for us and it could be for you. First, however, you must determine if it is *really* a necessity. Do you believe that it would assist you in achieving your goals? How? Why?

Once you have convinced yourself of the need for a newsletter, it is necessary to convince others. I recommend the procedure outlined below. Keep in mind that the order in which you take these steps will be governed by your particular working situation. If you receive a "NO!", a "FORGET IT!" or some similar reply to

your first attempt, do one of the following: (a) Forget the other 3 steps and forget that you read this article, or (b) Refuse to accept this minor setback, complete the next three steps, and give it another try!

## STEP 1: DEVELOP AN EDITORIAL PLAN

Determine what you want to accomplish by publishing a newsletter. Select the contents of your proposed publication. Prepare a logical argument in favor of the establishment of a recreation newsletter. Stress the benefits to be derived by both your company and its employees.

## STEP 2: ANALYZE PRINTING AND DISTRIBUTION

Prepare a cost analysis with either your reprographics personnel (if you have any) or an independent vendor. If you are not quite sure what you want in the areas of design and format, length, type of paper, etc., these professionals can provide you with valuable assistance.

Determine how the newsletter is to be distributed. Will you utilize an internal mailing system? Should you send the newsletter directly to the employee's home? (Remember, the cost of postage can exceed the cost of the newsletter!) Or — perhaps you simply intend to jog from one area to another shouting "Get yer paper here!"

## STEP 3: SELECT THE EDITOR AND REPORTERS

Where are you going to obtain your material? Who is going to do the writing and who is going to be the editor? Chances are that these functions will fall to you. Are you equipped to handle this kind of work? Do you know what it involves? Only you know the answers to these questions. Again, do not be afraid to seek the advice of professionals.

Some possible news sources include employee special interest clubs, committee members working on special events, and organizations with which you plan outings. This last source includes major league sports teams, theaters, and various other local attractions. Employees at various locations in your company may be frustrated writers who would jump at the chance to send you articles about people and events in their areas. If you have a photography club and/or a journalism club, solicit the help of its members immediately. They can assist you while having a great time doing their own thing! Think of it — an entire staff for *free*!

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#### STEP 4: OBTAIN MANAGEMENT'S APPROVAL

Once you have completed Steps 1 through 3 and are prepared to go to press, discuss your plans with management. Make your presentation armed with all the data you have gathered. If you overlook this step, an embarrassing situation may ensue. Just imagine your manager arriving at work one bright, sunny morning to find the very first issue of your recreation newsletter lying in his In-box. After reading it and discovering that it is very interesting, he will probably contact you to comment on your excellent efforts and ask "What the hell do you think you're doing?" "Save yourself — and your manager such embarrassment. Get prior approval.

#### Funding your publication

Depending upon your financial situation, one or more of these sources will be best for you. Be sure to discuss the options with management before you finalize your editorial plan and policy.

1. Existing recreation funds
2. Additional funds from management
3. Advertising sold to local vendors who offer services or products to your employees

#### Obtaining professional advice

Assuming that you are new to the newsletter business, find some professionals to help you. If you have a company newsletter, talk to the people involved in its production. Assuming that they do not look upon you as unwanted competition and barricade the door to their office, they can provide you with valuable advice. Talk with people involved in the reprographics field.

Familiarize yourself with their printing methods, procedures and equipment. If you feel it is necessary, enroll in a few courses in creative writing, journalism, newspaper design and layout and related subjects. Obtain and read publications dealing with newsletter design. Among the best guides I have found are:

##### *Functional Newsletter Design*

by Edmund G. Arnold

Harper & Row Publishers, New York

##### *A Practical Guide to Newsletter Design and Editing*

by LaRae H. Wells

Iowa State University Press

Ames, Iowa

#### Making it appealing

Keep in mind some basic design principles when you put together your recreation newsletter:

**Simplicity:** Simple layouts and designs communicate quickly to your readers. Keep the language uncomplicated. Leave technical information to other types of publications. Recreation newsletters should be fun to read — as well as informative.

**Contrast:** Contrast headline type sizes. Reserve the largest headline for your most important article and use smaller headlines for those of less importance. Use clear, interesting black and white photos, if possible.

**White Space:** Use open space creatively on your pages. It is not the "leftover" blank space, but rather an integral part of the layout. Open white spaces lead the reader into and around photos and articles.

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**Structure:** Organize the elements of your newsletter in readable easy-to-grasp arrangements.

**Eye-flow:** Try to make articles flow smoothly from the headline to the last paragraph and into photo layouts. If possible, keep elements which the reader's eye will follow, such as people's faces, pointing toward the center of the page or leading to the next one.

**Photos:** Try to tell a story with your photos. Look for creative ideas. This is easier said than done!

---

*The author welcomes readers' questions. Contact Bob Gardner at Southern California Edison Company, 2244 Walnut Grove Ave., Rosemead, CA 91770 — Phone (213) 286-2788.*

**Robert D. Gardner, CIRA is Employee Activities Co-ordinator for Southern California Edison Co. He is the originator and Writer/Editor of the Edison Employee's Club Bulletin.**



## Putting it all together, in-house



**Marlene Benton, Electric Selector Composer Operator, typesets Bob Gardner's articles.**



**Graphic illustrator Steve Sailors arranges articles and illustrations in attractive layouts.**



**Al Green, Acti-Camera Operator, converts Sailors' "paste-ups" into a form usable by printers.**



**The Company reproduction shop prints the *Bulletin* for Edison readers.**

RM



by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** We want to expand our recreation program to include more activities for the families of our employees. We want to start with a children's party, perhaps at Christmas, but we aren't sure what would "go over" with the kids. Do you have any suggestions?

**A.** The social events that are most popular with children and, consequently, are offered more often than any others, are Christmas parties, Easter egg hunts, family picnics and Halloween parties. In the sports category, we have found that children usually go for softball leagues, junior bowling tournaments, swimming parties and bicycle caravans.

A mixed bag of events may help you reach children of different ages and abilities. Consider poster and coloring contests, young photographer exhibitions, pet health and grooming clinics, or participatory visits to local children's television programs. For entertainment, education and community relations, think about sponsoring a chapter of Junior Achievement, a Scout troop, hospital "Candy Strippers", or "Keep America Beautiful" activities.

Additional children's activities you may not have tried are fishing rodeos, children's gardens, skateboard tournaments, a soapbox derby, a Halloween mystery house, a kite flying tournament, day camp, a farm visit, a photographic wildlife hunt or a day exploring the city.

When preparing for a single event, check your library or book store for how-to books on children's activities. They can be helpful with such details as decorations, games, prizes, and time-fillers.

There are some important factors concerning children's activities that are often neglected. Many adults, including parents, are not always aware of the ingredients necessary for children's entertainment. Therefore, be cautious of adults' suggestions. Chil-

dren have an unusual sense of imagination that is often lost in the growing-up process. They have a short attention span and require fast-moving sequences of imaginative, colorful and exciting activities. This is why slap-stick comedy rates at the top of the list for young audiences. It tickles their imaginations and it can be performed — by clowns, for instance — with a great deal of color and fast-moving action.

Children also enjoy contests, especially if they promise attractive prizes for the winner(s). In giving awards or prizes, however, take special care not only to reward the most talented and lucky participants, but also to recognize every participant in some way. In team sports, for example, each member of both winning and losing teams should receive some acknowledgement of his or her participation.

Whatever events you plan for children, beware of your adult assumptions about what children like. Youngsters do not like all magic tricks, for instance. They may be bored with such sleight-of-hand as card tricks which entertain adults. Cartoons that are most popular on the television at home may not seem so special at an activity away from home.

Children prefer to have adults entertain them if the performers or master of ceremonies talks their language. This does not mean talking down to children — quite the contrary. Simply keep in mind that a fast-paced, uncomplicated approach makes an event easier for you to handle and more likely to be successful with the employees' children.

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*The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.*

RM

AMERICANA'S

**"Boffo"**

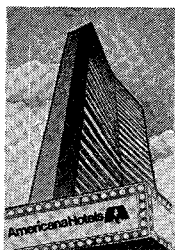
**BROADWAY PACKAGE**



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- "Free parking in the hotel."
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The Americana Hotel will get you two orchestra seat tickets for almost any Broadway show you choose, any night of the week. (For some shows we need 48 hours notice.)

And when it comes time to dash for the last train home, you'll find instead a deluxe double room waiting for you in the theater district.

And before or after the show — a cocktail at the hotel. And if you drive into town, drive right into the

hotel garage. Free parking is included in the package.

And \$79 per couple wraps up the package including all taxes. Just put it on the American Express Card. The Americana will make all the arrangements, simply call 212-581-1000. Ask for "Boffo" reservations. The package is subject to room availability.

Let the Americana's Boffo Broadway Package take the milk train out of your next night out on the town.

**The American Express Card. Don't leave home without it.**

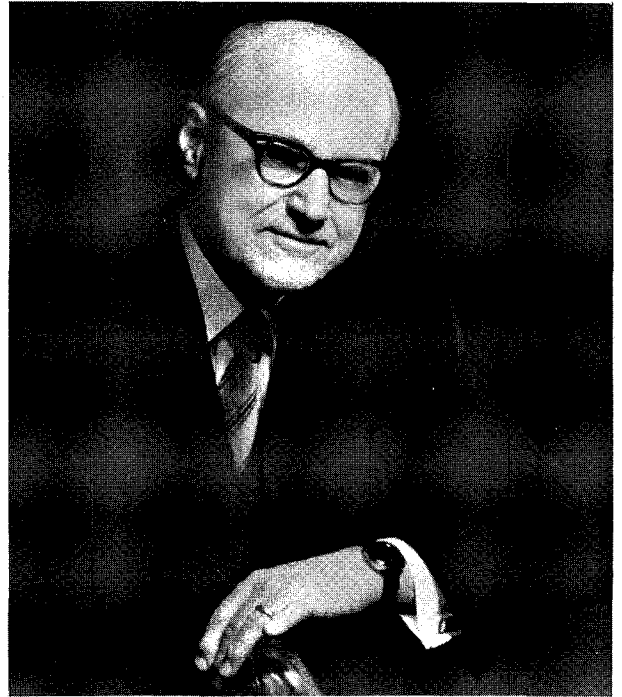
CIRCLE READER SERVICE CARD NO. 8



# The President of Flick-Reedy Corp. supports industrial recreation

INDUSTRIAL  
RECREATION MUST  
BROADEN ITS AREA  
OF CONCERN AND  
EMBRACE THE WHOLE  
COMMUNITY

**Frank Flick**  
*President*  
*Flick-Reedy Corporation*



"I believe we can do more to tap the great potential of industrial recreation. For years, industrial recreation has focused on the employee himself. Now it is being broadened to embrace the family, with more emphasis on family programming. The next big step? I believe industrial recreation must broaden its area of concern once again, and seriously embrace the whole community, from which the company must solicit its future employees.

"A major development of our time is the discovery of the power of the private, commercial sector to help solve a wide variety of community problems. We see increasing evidence that business can hire and train the hardcore unemployed, edu-

cate functional illiterates, help reduce the rate of high school dropouts, help save alcoholics, even help rehabilitate criminals. Now I believe that industry should show what it can do to help meet community needs in the areas of recreation and health.

"Industry today has vast resources in the form of physical recreation facilities, trained recreation professionals, and experienced recreation volunteers. I urge that these resources be put to work, more energetically and imaginatively than ever, to serve not only employees but also the people in plant communities. To some extent, it already is being done, but more can and should be done in this area of industrial recreation."

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From *Top Management Speaks*

Check the publications order form card at the back of this issue



# WELCOME OAKLAND

## New full IRC makes it a baker's dozen

NIRA welcomes the Oakland Industrial Recreation Association (OIRA) of Oakland, California as a full-membership Industrial Recreation Council. OIRA members voted recently to make membership in the national Association a requirement of membership in their group. Oakland's closer relationship to NIRA entitles each of its members to full NIRA services. It also entitles the OIRA to voting representation in the national Association.

In adopting full NIRA membership, Oakland joins twelve existing Industrial Recreation Councils in cities across the nation: Burbank, California; Chicago; Dallas-Ft. Worth; Dayton, Ohio (two Councils); Denver; Long Island; Los Angeles; Orange County, California; Phoenix; Toledo and Washington, D.C.

As Oakland joined the national organization, its members were 34 strong:

A. Jody Merriam, Director  
Industrial Recreation Association of Oakland  
Oakland Parks and Recreation Department  
Oakland, California

William J. Raymond  
Agalite Bronson Company  
Oakland, California

Jim Dealey  
Alameda County Employees Association  
Oakland, California

Dorothy Viani  
Berkeley Farms  
Walnut Creek, California

Sharon R. Cline  
Blue Cross Employees Club  
Oakland, California

Gerry Sizeman  
Blue Dolphin Restaurant  
San Leandro, California

Robert Teske  
Cal-Farm Insurance Company  
Berkeley, California

Elaine Berly  
Carnation Company  
Oakland, California

Robert Hogan  
Chapel of the Oaks Mortuary  
Oakland, California

Darryl Henley  
Children's Hospital Medical Center  
Oakland, California

Beth DeCoss  
Clorox Company  
Oakland, California

Jack Duffey  
Compton Sporting Goods  
Oakland, California

Verne B. Christensen  
Cooper Leasing Company  
Hayward, California

Robert H. Burr  
Clarence Cooper Mortuary  
Oakland, California

Laura Sugano  
E.A. Gladman Memorial Hospital  
Oakland, California

June Beckman  
East Bay Water (UDEA)  
Oakland, California

Jerry Fitzpatrick  
Fitzpatrick Chevrolet, Inc.  
Concord, California

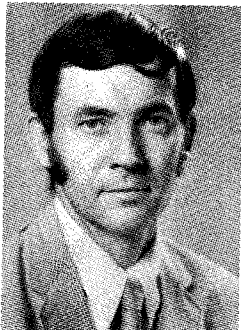
Jack Miller  
Foremost Foods, Inc.  
Hayward, California

John Dickson  
J-D Vending  
Albany, California

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continued on following page

# tournament news



by

**Jack Frain, CIRA**  
**McDonnell Douglas Corp.**  
**NIRA Vice President,**  
**Tournaments & Services**

## ON-SITE GOLF ARRANGED

All Regional Golf Tournament sites and dates have now been finalized:

**Regions I, II and VIII**, under the coordination of **Pete Schessler** (Lord Kinematics) will be held September 24 and 25 at Culbertson Hills, Edinboro, Pennsylvania.

**Sue Siwicki** (Bankers Life & Casualty) will coordinate the **Region III** and **V** tourney to be held at the Playboy Club, Lake Geneva, on August 27 and 28.

Calloway Gardens in Pine Mountain, Georgia will be the scene of the **Region IV** event which will be held on October 22 and 23. **Hal Reeves** (Lockheed-Georgia) will be the coordinator.

The **Region VII** tournament will be on September 3 and 4 at the McCormick Ranch in Scottsdale, Arizona. **Will Bruce** (Motorola, Inc.) will coordinate.

## POSTAL GOLF UNDER WAY

Meanwhile, the Postal Golf Tournament, under the direction of **Glenn Westover** (Babcock & Wilcox), is

now under way and will continue through September. Let's encourage all our company golfers to compete in this event which may be played on their home courses.

## FISHING CONTEST CONTINUING

The Postal Fishing Contest is also under way. Entry forms should have reached all recreation coordinators. Remember to send your \$10.00 company fee to **Gene Miller, CIRA** of Michigan Bell. This \$10.00 fee allows all company personnel and their families to enter the contest at no charge. The list of prize donors is very impressive and some great prizes are waiting for the anglers.

## TRAPSHOOT HELD

The annual NIRA Trapshoot at the Middletown Sportsman Club, Middletown, Ohio will be held Sunday, September 11 with entries closing September 9. We will publish the results as we receive them from coordinator **Bob Bauer, CIRA** of Armco Steel.

## EARLY 1978 CONTESTS SCHEDULED

**George Stark** (McDonnell Douglas) is the new NIRA **Photo Contest** Chairman. The contest will run during February and March. Entry blanks and contest rules will soon be on the way. Also coming up soon will be the **Rifle & Pistol Tournament** scheduled for January thru March and the **Bowling Tournament**, set for the month of February. The National Rifle Association's **John Grubar** will again coordinate the Rifle & Pistol Tournament and **Andy Zadany, CIRA** of Corning Glass will handle the bowling.

Now is the time to be thinking about the 1978 Awards Program. Gather your needed material so there is no last-minute rush to beat the deadlines. **RM**

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## WELCOME OAKLAND continued

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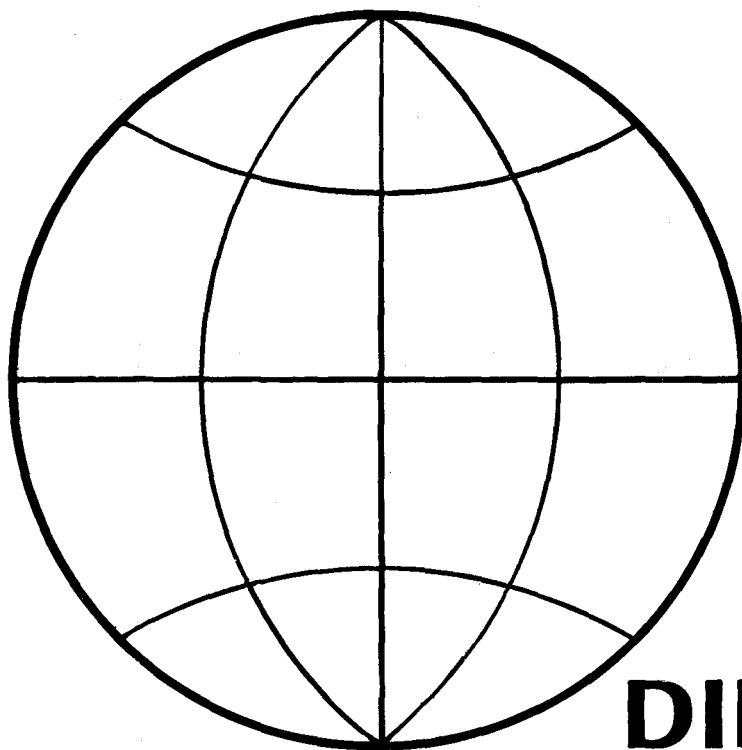
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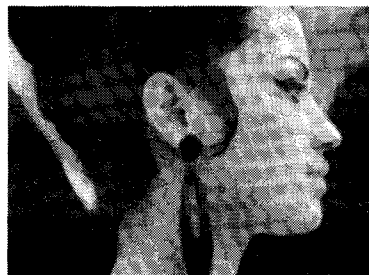
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# Improve Adherence to Your Fitness Program

Part III of a three-part feature

by Robert S. Wanzel, Ph.D.  
and  
Richard R. Danielson, Ph.D.

## OBJECTIVES

Respondents to our survey were asked if they had set objectives for themselves when they first started the program and, if so, what types of objectives they had chosen. The answers revealed that 83.5% of the respondents had set objectives for themselves when starting the program.

As shown in Table V, general conditioning was the most often stated objective (70.9%), followed by improved heart and lungs (52.8%) and weight loss/figure improvement (46.5%). The data for improved heart and lungs was statistically significant, as was the information on figure improvement. Women were less likely than men to have cardiovascular exercise objectives and were more likely to have the objective of figure improvement.

Also significant was the relationship between age group and the exercise objectives of increased strength, figure improvement and tension reduction. Older workers set figure improvement and tension

reduction objectives more often than younger workers did. Lower middle aged and older workers set the objectives of increased strength more frequently than did members of other age groups.

No significant relationship was found between job types and fitness objectives. Neither were there many

significant relationships between types of objectives and participants' longevity in the program. Three exceptions may reflect upon participants' impatience to see results. A disproportionately low percentage of one-month dropouts had the objective of weight loss (28.1%). A disproportionately high percentage of

In January 1977, Drs. Wanzel and Danielson completed a detailed study of drop-outs from an employee fitness program for a large Canadian resource firm. The results of their study were reported by Dr. Wanzel to the 36th Annual NIRA Conference and Exhibit the following May. RM has published their report in three parts in its July, August and September 1977 issues.

PART I described the fitness program and facilities observed in the study. It covered the types of employees enrolled in the program and the general reasons they gave for dropping out.

PART II continued with a more detailed discussion of employees' reasons for dropping out and how these reasons applied to different groups of participants.

PART III compares participants' objectives for joining the program with their later adherence to its regimen. It also examines the effect of scheduling on participation and offers several concluding recommendations for recreation administrators who contemplate beginning — or improving — an employee fitness program.

those who dropped out after two months (61.8%), however, had set weight-loss goals. Of the three-month dropouts, only 24.1% had the objective of strength gain while 43.1% had the objective of muscle toning. All other relationships were non-significant.

People who had the objective of general conditioning tended to achieve it more frequently than chance would indicate. This was not the case with any of the other exercise objectives when compared with achievement.

The statistics in Table V also reveal that most of the respondents had set anywhere from zero to four exercise objectives. In fact, 61% set between two and four goals upon entering the program. Many participants may have set more objectives than could be attained within the first six months of an exercise program. This may explain why only 53.2% of the respondents were able to reach their fitness goals within the first six months.

No significant relationships were

found between number of objectives set and sex, age group, job type or overall attainment of objectives.

## SEASONS OF PARTICIPATION

Most of the respondents participated in the winter (52.0%) or the fall (51.6%). There was a definite decline in participation during the summer (to 11.4%) a seasonal affect noted by Briggs (1975).

Even so, the interruption of vacations did not appear to have a telling affect on the final drop-out rate. Our survey indicated that the overwhelming majority of respondents (73.2%) took their holidays (vacations) in the summer during the year in which they withdrew from the program. The relationship of this statistic to program withdrawal may be minimal, however, since most of the company's employees took their holidays during the summer. Interestingly enough, only 28.7% of the respondents stated that they finally discontinued their participation after returning from their holidays.

## DAY OF WEEK

There was a fairly even distribution of fitness program drop-outs among the days of the week during which facilities were open (many drop-outs had used the facilities several times a week): Monday (63.8%), Tuesday (37.0%), Wednesday (65.4%), Thursday (43.3%), and Friday (41.3%). Saturday showed very low attendance (6.7%), regardless of its drop-out rate. Participants who achieved their objectives more frequently worked out on Monday (73-59%) and Friday (51-32%) than did those who failed to achieve their objectives. This would seem to indicate that program directors should attempt to motivate people to workout on Monday and Friday.

## TIME OF DAY

The heaviest usage of program facilities occurred between noon and 1:00 p.m. (19.7%) and between 7:00

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on following page

**TABLE V**  
SEX COMPARED WITH  
TYPE AND NUMBER OF EXERCISE OBJECTIVES (%)

Sex	Weight Loss	Strength Gain	Muscle Tone	Heart & Lungs	General Cond.	Figure Imp.	Tension Red.
Men	43.4	14.3	28.0	60.8	71.4	15.3	14.3
Women	55.4	13.8	33.8	29.2	69.2	49.2	15.4
TOTAL	46.5	14.2	29.5	52.8	70.9	24.0	14.6

## NUMBER OF OBJECTIVES

Sex	0	1	2	3	4	5	6	7
Men	12.2	15.3	21.2	26.5	18.0	4.2	1.1	1.6
Women	13.8	18.5	20.0	13.8	13.8	12.3	4.6	3.1
TOTAL	12.6	16.1	20.9	23.2	16.9	6.3	2.0	2.0

and 8:00 p.m. (19.7%). These popular hours were followed by 5:00-6:00 p.m. (18.9%), 6:00-7:00 p.m. (15.0%), 4:00-5:00 p.m. (9.8%) and 1:00-2:00 p.m. (7.9%).

Those who achieved their fitness objectives worked out more frequently from 10:00 a.m. to 1:00 p.m. and between 4:00 and 6:00 p.m. than did those who did not achieve their objectives. Those who did not reach their goals used the facilities more frequently between 6:00 and 8:00 p.m. This might seem to indicate that there would be a better chance of attaining exercise objectives if participants did not work out in the evening. However, since some members of both the "attain" and "non-attain" groups did exercise during the same hours, workout times alone may not have a distinguishable effect.

### COMPETING WITH OTHER PROGRAMS

Only 10.4% of the respondents revealed that they had left their employer's program to join another fitness class or program. Of those who did drop out for this reason, (7.1%) joined another program because its facility was closer to work or home. Other reasons for switching were a wider range of activities (5.1%) and more convenient hours (4.7%). Clearly, however, it was not the attraction of other programs which caused significant participant withdrawal.

### CONCLUSIONS

Our study attempted to determine reasons for participant withdrawal from a company exercise program. We discovered several factors to which "drop-outs" attributed their disaffection.

Responses from this study seemed to indicate that crowded conditions in workout sessions could have an adverse effect on continued attendance. Of those responding, 13.7% cited this reason for quitting the program. Another area of concern for 42.5% of our re-

spondents was the facility's distance from home or the place of work. The necessary rearrangement of a participant's daily schedule to accommodate work-out sessions helped to discourage 40.2% of respondents.

In many instances, people are unwilling to travel even short distances, especially in winter, to participate in fitness programs. Traveling to the facility in this study in agreeable weather required only brief walking time. Inclement weather, however, may have forced usage of cars and added the irritation of finding an urban parking spot. The hectic routine of a lunch hour exercise program, too may have caused some employees who needed the benefits of physical activity to discontinue their participation.

A study of adult participation in physical activity, Brunner (1969), found that the primary reason participants cited for irregular participation was their feeling of a lack of time due to business reasons. This same feeling among employees is a recurrent problem for many fitness programs. Some of this resistance may be reduced by making the fitness facility easily accessible. A study by Teraslinna and Associates (1969) noted that men were more willing to participate in physical activity when they lived near an available gymnasium.

It also seems clear from our findings that any arrangement which can ease the strain of fitness participation on an employee's daily schedule would boost program adherence. Certainly, employers should investigate the possibility of adjusting individual work schedules to incorporate the workout periods of interested employees. This would ease the strain of training during office hours and reduce the crowding of facilities. Seventy-eight percent of the respondents to our survey believed that adjusted schedules would not decrease their normal productivity. In fact, this kind of flexibility could encourage employees to be more committed to the company.

Only 34.9% of the fitness drop-outs we surveyed exercised with a friend or spouse. Perhaps a buddy system in which participants enroll and exercise with another person would help increase program adherence. This could prove especially effective with those who traditionally exercise alone: older participants and those with greater corporate responsibility.

Although 69.6% of our respondents indicated that instructors should motivate participants and that theirs had done so, it may still be helpful to improve the motivational style of the fitness instructor. Have the instructor ask each participant what motivational approach, if any, would be most helpful. Some people respond well to motivation by an instructor. Others work best with a friend's encouragement while still others respond best to peer group motivation. Participants should be consulted on how they wish to be motivated.

Most of the respondents to this study had withdrawn by the end of six months. This seems to be a widespread occurrence in employee fitness programs. Therefore, it seems imperative to plan the first six months of a person's program with special care. Our study revealed that subjects who felt they had not attained their exercise objectives dropped out at a significantly faster rate than those who felt they had.

Fitness directors should be especially careful to observe the first six months' adherence patterns of those twenty-five to forty-five years of age who hold clerical or technical jobs, since these people tend to be early drop-outs. It may be critical to assess a participant's or the instructor's objectives before the program starts. In this study, 83.5% of the respondents had personally set objectives when starting the fitness program, but only 53.2% attained them. It would seem that participants should develop realistic preliminary objectives that can be attained within a two-week period.



This procedure should be adopted for at least the first six months so that the participant can develop a feeling of continued success.

In this study, general conditioning was the objective stated by the largest percentage (70.9%) of respondents. It was followed in popularity by improved heart and lungs (52.8%) and weight loss (46.5%). The unspecific nature of "general conditioning" may have contributed to the drop-out rate among those who set objectives. An objective like "general conditioning" should be the end result, a by-product, of all the goals attained in a fitness program. Instructors should focus participants' attention on more specific, measurable goals.

As expected, the drop-out rate among the employees we studied increased dramatically during the summer months. A fitness director hopes, of course, that employees are still active during the summer months. In this study, only 28.7% of the drop-outs surveyed indicated that they finally discontinued their participation after returning from their summer holidays. Nevertheless, the instructor or a fellow participant should approach an employee who is returning to work to encourage him or her to resume participation in the workout program.

Very few of the drop-outs we surveyed (only 10.4%) joined another program. Most withdrawal seemed to result from dissatisfaction with the employer's program, rather than the attraction of competing facilities or programs. Apparently, fitness directors must look within for the causes of participants' dissatisfaction.

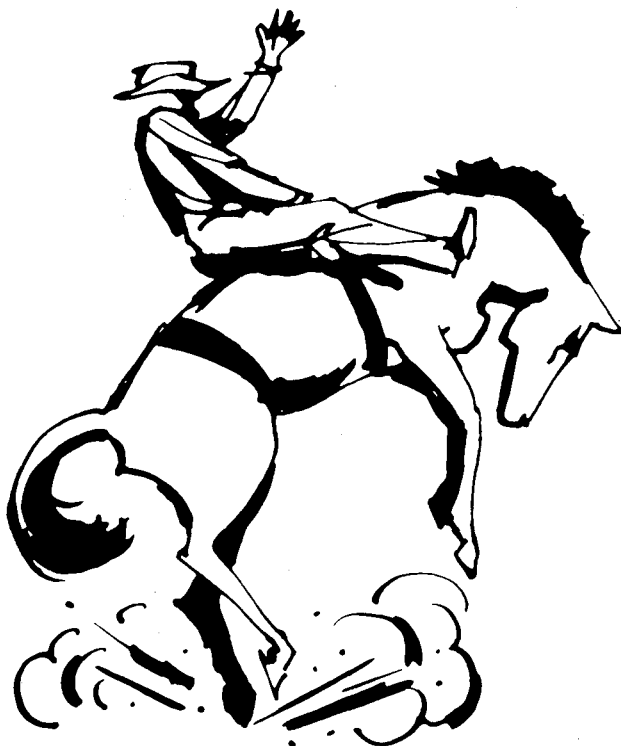
Our research also intimated that fitness directors attempting to motivate their participants to achieve their set objectives should encourage participation on Mondays and Fridays, since those who participate on these days stay with the program longer. Directors should also try to schedule workout sessions as close to employees' work hours as possible, preferably during the working day.

*The authors would be glad to discuss their study of employee fitness program drop-outs with interested readers. Please address inquiries c/o NIRA Headquarters.*

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**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

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**Region III** will hold its Conference September 30, 1977 at Flick-Reedy Corp., Bensenville, Illinois. Contact Susan Siwicki — (312) 545-7701.

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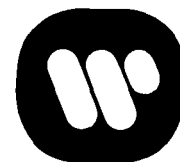
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CIRCLE READER SERVICE CARD NO. 1



## about the cover



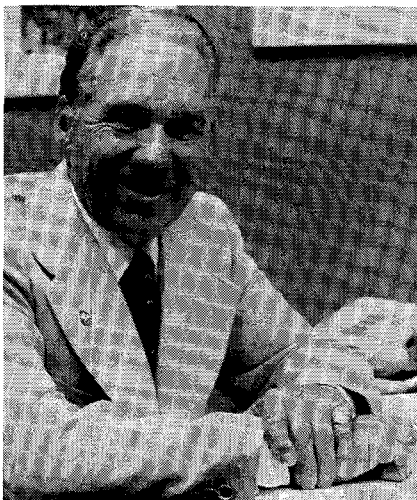
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**Next month: Recreation Facilities**

# The NIRA President would like a word with you . . .

## . . . about our smaller members



**Fritz J. Merrell, CIRA  
Olin Corporation  
NIRA President**

Have we forgotten our smaller member organizations?

NIRA is still fighting to establish employee recreation and services as an essential component of modern personnel management. In our eagerness to impress business leaders with the need for our services, we may have relied too heavily on the example of the larger companies and their well-developed recreation programs. As we promote recreation in our own organizations and to the greater business community, we find it very effective to argue that employee recreation is the trend of the future. After all, we point out, Kodak is doing it, Xerox is doing it, Goodyear and U.S. Steel are doing it. . . .

This is sound public relations. To attract the attention of national business leaders and to establish the legitimacy of our cause before our own corporate leaders, we need the valuable example and support of the world's best known industries.

Our publication, *Top Management Speaks*, is a highly successful public relations tool precisely because it publishes statements of support for industrial recreation from the leaders of American business.

We value this prestigious support and will continue to rely on it as we work to transform the "luxury" of recreation into a business necessity. But the time has come to direct renewed attention in another worthy direction: toward the comparatively smaller organizations, both within NIRA and among those whose membership we seek.

More than one member from a small organization has wondered whether NIRA is truly interested in his or her limited program. When we talk with such members at renewal time, we occasionally hear comments in this vein:

"I like learning about the fantastic programs at the big companies. I hope someday our company will build modern recreation facilities and hire a large full-time staff. But, for now, I'm the only recreation leader we have. I have no special facilities and limited financial support from the company. Sometimes, it seems that NIRA is for those big companies, not for me."

NOT TRUE. NIRA is for employee recreation — wherever and however it arises. The Association was established to help companies of all sizes develop new programs and improve the activities they already offer. All employees — and all employers — can benefit from recreation programs.

In one form or another, recreation is as natural to the work place as work itself. Recreation begins

spontaneously, inevitably. It is a natural outgrowth of human gatherings — in our case, of people brought together for work. Even the most sophisticated recreation programs began with a lunch-time card game, an evening softball match or a weekend picnic. Some programs prospered early under enlightened management, with the backing of large and prosperous employers. Some of these represent the cream of our crop — the pride of the Association. But the vast majority of employee recreation programs develop their benefits with more modest resources.

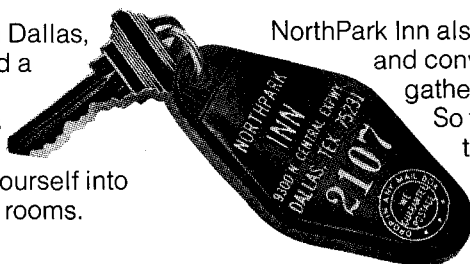
Even today, while employee recreation is growing as never before, the majority of NIRA member organizations represent fewer than 5,000 employees at one site. With a few notable exceptions, smaller companies cannot support dazzling facilities and large paid recreation staffs. Nevertheless, they can and should offer substantial recreation programs for their employees. Almost every company has some recreation activity, if only an unofficial holiday party or an informal sports league. Especially those without organized professional recreation leadership can benefit from NIRA membership. The Association can help them initiate and develop their sports activities, travel programs, social events and more. This service is our reason for existing. If we remember this purpose and communicate it to others, it will also be our reason for growth.

A handwritten signature in dark ink, reading "Fritz J. Merrell". The signature is written in a cursive, flowing style. The first name "Fritz" is prominent, followed by "J." and "Merrell".

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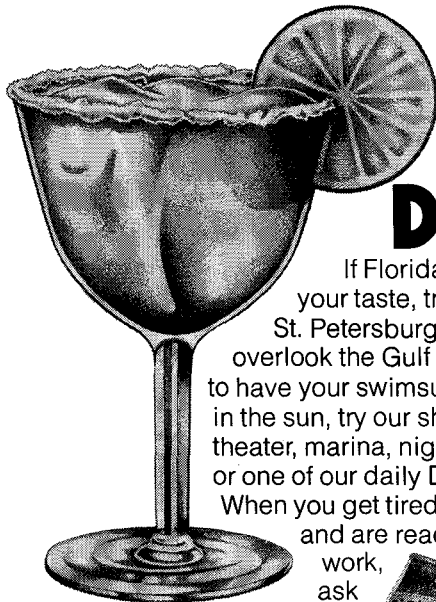
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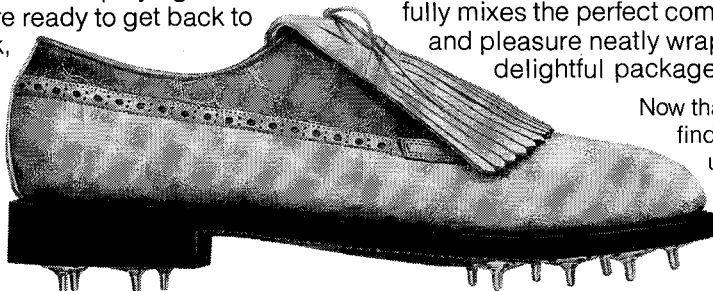
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# nira news



The Camelback Inn, site of the Region VII Conference and Exhibit, offers dramatic southwestern scenery.

## Three local conferences show regions' drive

During the fall months, three of the Association's regions will hold conferences or seminars for their member organizations. NIRA members from outside the host regions are welcome to participate.

This new activity at the local level marks a turning point in NIRA's development and points toward the future growth of the Association through grassroots organization.

NIRA President **Fritz Merrell**, **CIRA** noted in his July *RM* column that the future strength of the Association depends upon the development of local organizations headed by regional leaders. When he took office last May, Executive Director

**Patrick Stinson**, too, pointed to the regional organizations as the source of greatest increase in membership and services.

The 1977 regional conferences vary considerably in length, size and scope. All, however, depend almost entirely upon the volunteer efforts of local NIRA members for their development and success. Check future issues of *RM* for a full report on each meeting.

## Region VII

The long-established Region VII Conference and Exhibit took place at the Camelback Inn in Scottsdale, Arizona, September 8-11, 1977. Conference Chairperson **Mary Smith** (Safeway) and her com-

mittee from the Phoenix IRC hosted the 27th annual meeting. Program Chairman **Bill Bruce** of Motorola designed this year's educational program to include topics of nationwide as well as regional interest. The program offered sessions on non-profit tax status, recreation volunteers, cardio-vascular fitness, recreation legislation, management techniques, travel services, program publicity and more. Workshops on liability and an "IRC ideas exchange" brought novel approaches to two learning sessions.

Region VII comprises the states of Washington, Oregon, California, Nevada, Idaho, Utah, and Arizona.

## Region III

Flick-Reedy Corp. in the Chicago suburb of Bensenville, Illinois hosted the Region III Conference, September 30, 1977. The conference planning committee, under the direction of **Susan Siwicki** (Bankers Life & Casualty Company) provided a valuable program both for members who do not have extensive funds and facilities and for those who do.

The educational agenda for the Region III meeting included sessions on recreation liability, "double duties", programming ideas, physical fitness and employee nutrition. The Chicago Association of Recreation and Employee Services (CARES), the host IRC, developed the project in its first full year of existence.

The Region III meeting was open to all interested NIRA members. Resident members in the region hail from Illinois, Indiana and Michigan.

## Region II

Immediately to the east of Region III, another conference is in the final stages of preparation under the direction of Conference Coordinator **Edward Hilbert**, **CIRA** (Battelle Memorial Institute). The Columbus

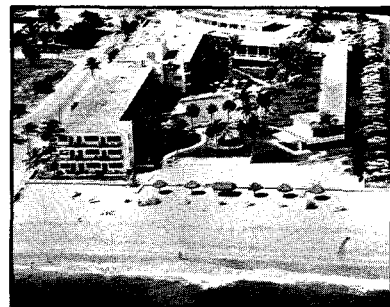




The Flick-Reedy Corp., winner of NIRA's highest recreation awards hosted the Region III Conference.

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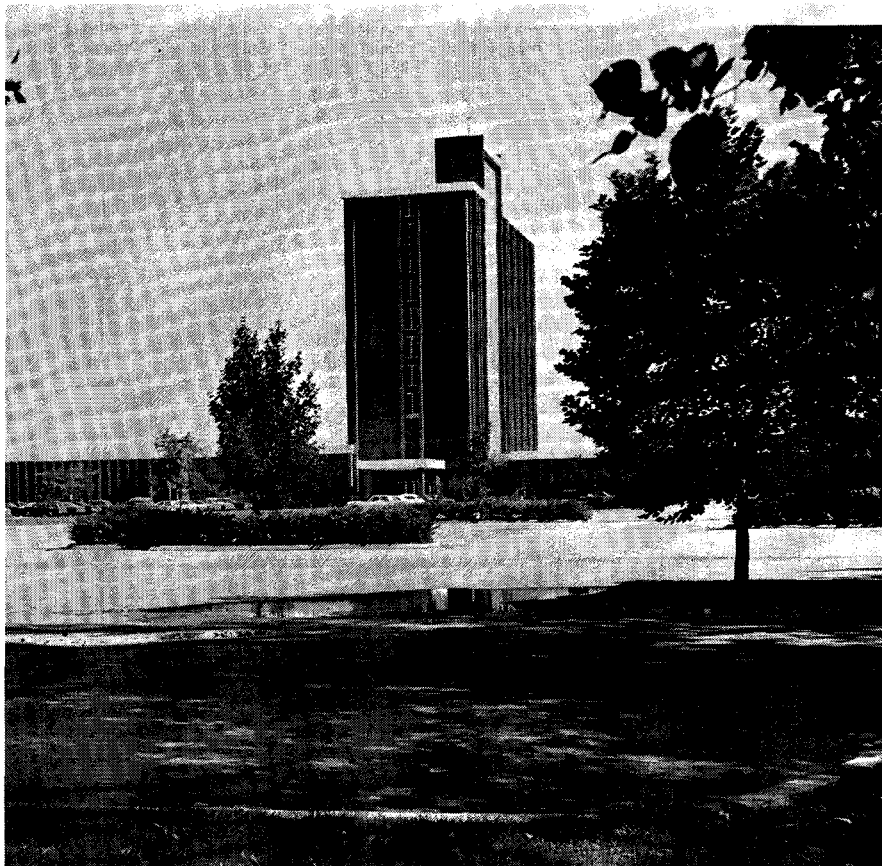
*Our Own Private Beach*

**CIRCLE READER SERVICE CARD NO. 3**

(Ohio) Industrial Recreation Association will host the Conference, October 21-23, 1977 in Columbus. Program Chairman **Al Ward** (Owens-Corning Fiberglas) has compiled an educational schedule that opens with a session on the power and potential of Industrial Recreation Councils (IRC's). The program continues with sessions on program promotion, management support, university/industry partnerships, specialized programming, family activities and employee services.

The Columbus Conference will feel a stronger academic influence than others this year because of its involvement with Ohio State University (OSU). Conference meetings and accommodations for delegates will be in the Fawcett Center for Tomorrow, a multi-purpose OSU facility. The University's School of Natural Resources will contribute to the program and send several students to the Conference as delegates.

Region II includes Ohio, Kentucky, West Virginia, Pennsylvania, Maryland, Delaware and the District of Columbia.



Ohio State University's Fawcett Center for Tomorrow will house the Region II Conference delegates and activities.

RM

# news in brief

## Take cue from kids' fitness program

Employee fitness directors would do well to take a cue from a new children's fitness program in suburban Chicago. The pilot program was adopted in lieu of more conventional physical education for pupils at a Glenview, Illinois elementary school. Judging by the involvement of the children and the enthusiastic response of administrators, the

school has struck upon a winning formula.

The school dropped its 30-minute twice-weekly physical education classes in favor of a daily 35-minute work-out for boys and girls. Responsibility for the novel program was handed to a young part-time physical education teacher named Michael Donovan and his coteacher, Dorothy Crow.

Although many observers assume that naturally vigorous children do not need a fitness regimen, the school holds that people are never too young to acquire good health habits. Careful and sympathetic guidance from Donovan and Crow, too, has ensured that the youngsters have fun while they stay in shape.

Unlike many traditional physical education courses, Donovan's program minimizes competition between students. The individualized program stresses self-improvement and generously rewards achievement. Youngsters who might be "failures" in traditional gym courses

or team sports find that they can achieve personal fitness goals. Donovan sees to it that they reap the tokens and plaudits they love.

The fitness program includes jogging, working out with a punching bag, rope jumping and an occasional game of field hockey. The pupils also get a liberal dose of health education. Frequent informal discussions cover the benefits of proper nutrition and health habits and explain the hazards of alcohol, tobacco and other drugs.

Donovan uses personal example and peer support to encourage his young participants. Initially, he encouraged children to jog with him on school property before school began. So many kids turned out for the group run, however, that the school principal was forced to limit jogging hours.

The young instructor further promotes fitness by posting articles and pictures about fitness programs. He publically praises participants who show progress. He snaps photos of

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pupils working out and posts them. He sets reasonable goals (e.g., miles jogged, turns at the punching bag) and organizes awards ceremonies for all who reach them.

School administrators and Donovan's fellow teachers have found much to praise in the new program. The pupils gain the physical education they need and learn about sound health habits. They have developed new friendships and formed an *esprit de corps* unknown before the program. Concurrently, teachers of English, reading and arithmetic have reported that fitness participants seem more alert in class and more willing to cooperate with one another.

A telling vote of confidence came recently when Donovan was hired as a fulltime teacher.

## Another look at recreation and booze

An employee who injures himself after drinking at one of your activi-

ties may bring you and your company a big headache the next morning. A recent worker's compensation decision has caused some recreation administrators to re-examine the volatile combination of alcohol and recreation activities.

The case at hand, as reported recently in the *Wall Street Journal*, involves a Rhode Island barrel conditioning firm. A worker became drunk at the company's Christmas party and tumbled out of a third-story window. The resulting injury to his left leg led to amputation.

The state's supreme court ruled this summer that the employee is entitled to worker's compensation payments just as if the injury had occurred at his work station during regular business hours. The court awarded the man \$97 per week plus \$14,040 to cover the amputation.

Essential to the court's finding was the benefit the employer stood to derive from the Christmas party. Even though the worker was not required to attend the activity, the

court deemed his injury "work related" because the party was held on company property, was paid for by management, and was a "customary" event at which attendance was strongly encouraged. The court concluded that the activity benefited the employer because it was designed "to create good will between labor and management."

According to attorney Anthony Marshall, in his session on liability at the May 1977 NIRA Conference, employers can minimize their vulnerability to such claims. If you do serve alcohol at a recreation function, he suggested, contract all supply and bartending responsibilities through an outside concessionaire. Make certain, too, that the contractor charges employees for drinks, rather than dispensing free liquor.

Many recreation programs have included alcoholic beverages at specific functions for years without incident. Concerned recreation directors should consult their corporate legal departments for guidance. **RM**

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# Canadian official sees investment in recreation as investment in society

THE WISE USE OF  
LEISURE TIME HOLDS  
OUT THE ANSWER TO  
MANY OF OUR  
PROBLEMS

**Hon. A. Garnet Brown**  
*Minister of Recreation  
Province of Nova Scotia*



"Governments everywhere seek to improve the quality of life for their citizens. In Nova Scotia, where our government has made a major commitment to expand opportunities for individuals to participate in leisure activities of their choice, I look at the return from recreation budgets as one of our most outstanding benefits accruing from the wise expenditure of tax dollars.

"Recreation dollars are definitely investment dollars! They return dividends to individuals, communities, business, and industry in the form of personal enrichment, improved health, higher morale, and greater productivity. Recreation dollars continue to work, improving the quality of life in our communities, long after they are invested. They bear interest in the form of human values as well as in long-lasting community resources.

"We have seen tax dollars earmarked over the years in ever increasing amounts to combat crime and delinquency, to meet health and welfare needs, and to resolve the social problems of our day. But these are remedial dollars — expenditures made to resolve problems after they occur.

As the alternative, recreation dollars offer a preventive medicine which provides a positive and human approach to resolving problems before they occur.

"I see recreation as a two-sided coin: on one side sport, on the other culture. To get the best value from this coin, the individual must develop a balanced use of his leisure time, for his own benefit, as well as that of his community. Wise use of recreation by the individual is a stimulus to his life, and an inspiration to those around him.

"In an age when unrest, unhappiness and dissatisfaction are prevalent, the wise use of leisure time holds out the answer to many of our problems — for all age groups, regardless of sex or racial origin, as well as the handicapped and disadvantaged.

"The economic benefits of a dollar invested in recreational opportunities are estimated to return anywhere from three to ten dollars for every dollar expended. The social benefits to our people are immeasurable."

---

From *Top Management Speaks*

Check the publications order form card at the back of this issue



by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** For many years it was our company's policy to sponsor an employee Christmas party to which all employees and their spouses were invited, free of charge. Because of company budget problems and a recent lack of interest on the part of employees, we have decided to eliminate this function and replace it with individual gifts to all employees during the holiday season. We would greatly appreciate your suggestions for this new approach and any information you could provide about the corporate gift-giving policies of other NIRA companies.

**A.** The difficulty you have experienced with your holiday party has confronted a few other NIRA companies as well. In some cases, we have witnessed the sad results of a hasty decision to drop an employee party. You should be complimented for seeking another opinion before you cut a major social event from your activities calendar. I am glad you hesitated because I believe that, under most circumstances, it is unwise to substitute individual gifts for the greater benefits of a holiday party. Such a change, furthermore, may not save the company any substantial expense in the long run.

Your Christmas party could have become less successful for any number of reasons. A review of basic party guidelines may help you spot areas in which your organization can improve its results.

Most social events, especially holiday activities, should be open to both men and women. Spouses should be invited and singles should be permitted to bring guests. All such events should be co-sponsored by the employer and the employees. Those who participate should contribute some support, even if only a small amount, to help cover the cost. This provides the planning committee with a reliable attendance estimate from ticket sales. More importantly, it encourages the employees to attach greater value to the

event. NIRA members have discovered, often to their surprise, that employees truly do not expect the company to pick up the full tab for all recreation events. In fact, a nominal fee usually enhances appreciation, especially when employees know that the company is shouldering most of the cost.

The holiday party, when properly programmed, is the highlight of the employee activities year and can compare only with the children's Christmas party in popularity. There is no substitute for the exchange of hearty holiday greetings among all employees. The person-to-person association of supervisors and employees in a relaxed and festive atmosphere offers an ideal opportunity for management representatives to express the company's appreciation for employees' contributions over the past year.

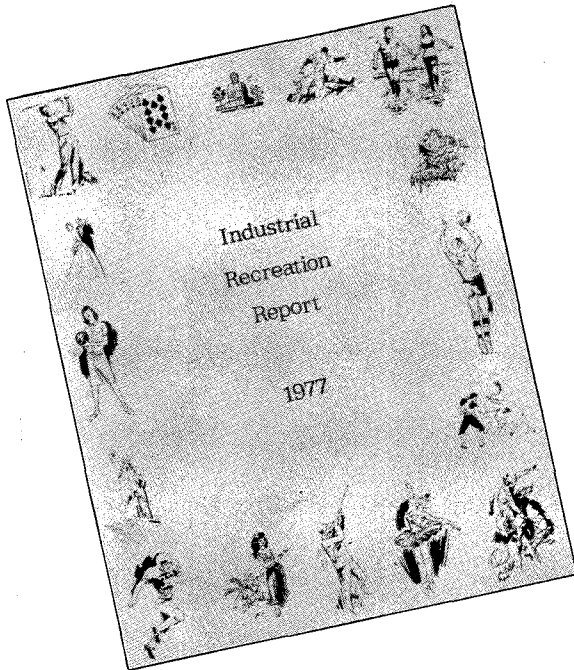
Individual gifts in lieu of this opportunity defeat the object of employee recreation and miss the real meaning of holiday giving. A gift for an employee equal in monetary value to the per capita cost of a Christmas party will probably be a disappointment to most employees — not to mention spouses who look forward to the holiday fete. Ironically, the per capita investment which the company or employee club makes in a social event is often considerably less than the employees would guess. To see it translated into merchandise or a simple check could damage morale. If you hope to cut costs by making individual gifts, the small sum could even seem insulting to some employees.

Furthermore, the reaction to gifts is not always as appreciative as you might expect. Many employees may feel that they represent only a token effort, regardless of the amount spent. A gift, especially one

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continued on following page

# The source of information on employee recreation:



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## **Ideas Clinic** **Continued**

presented in a mass giving project, cannot convey the same warm feelings that a party does. Once a gift-giving precedent is set, it may be more difficult than your party to continue economically. Employees may become accustomed to a gift, too, and expect to include it among negotiated fringe benefits.

If you must forgo a party or gift this year, we suggest that a letter of appreciation and special holiday greetings be sent from top management to each employee. This should be supplemented by a personal greeting and expression of appreciation from each supervisor to each employee.

Some companies ask their supervisors to arrange a holiday party, dinner or theatre outing for their departments. Such affairs can be hosted by the supervisor and his/her spouse for the employees and their spouses (again, singles may bring dates). The company picks up the tab, but specifies to each supervisor the minimum and maximum amounts that will be approved. Any additional expense is covered by employees' contributions.

If you do decide to try a holiday party again this year, I would suggest you form an employee/employer committee to discuss openly the problem of expenses. Emphasize your desire to have a fine event with all the trimmings and suggest that employees share a small portion of the cost. Rely on committee

members who have discussed all sides of the issue to promote the idea among the general work force. Do not be afraid to sell low cost tickets to your Christmas party. Enthusiastic promotion and a prize drawing from ticket stubs can help mute any objections.

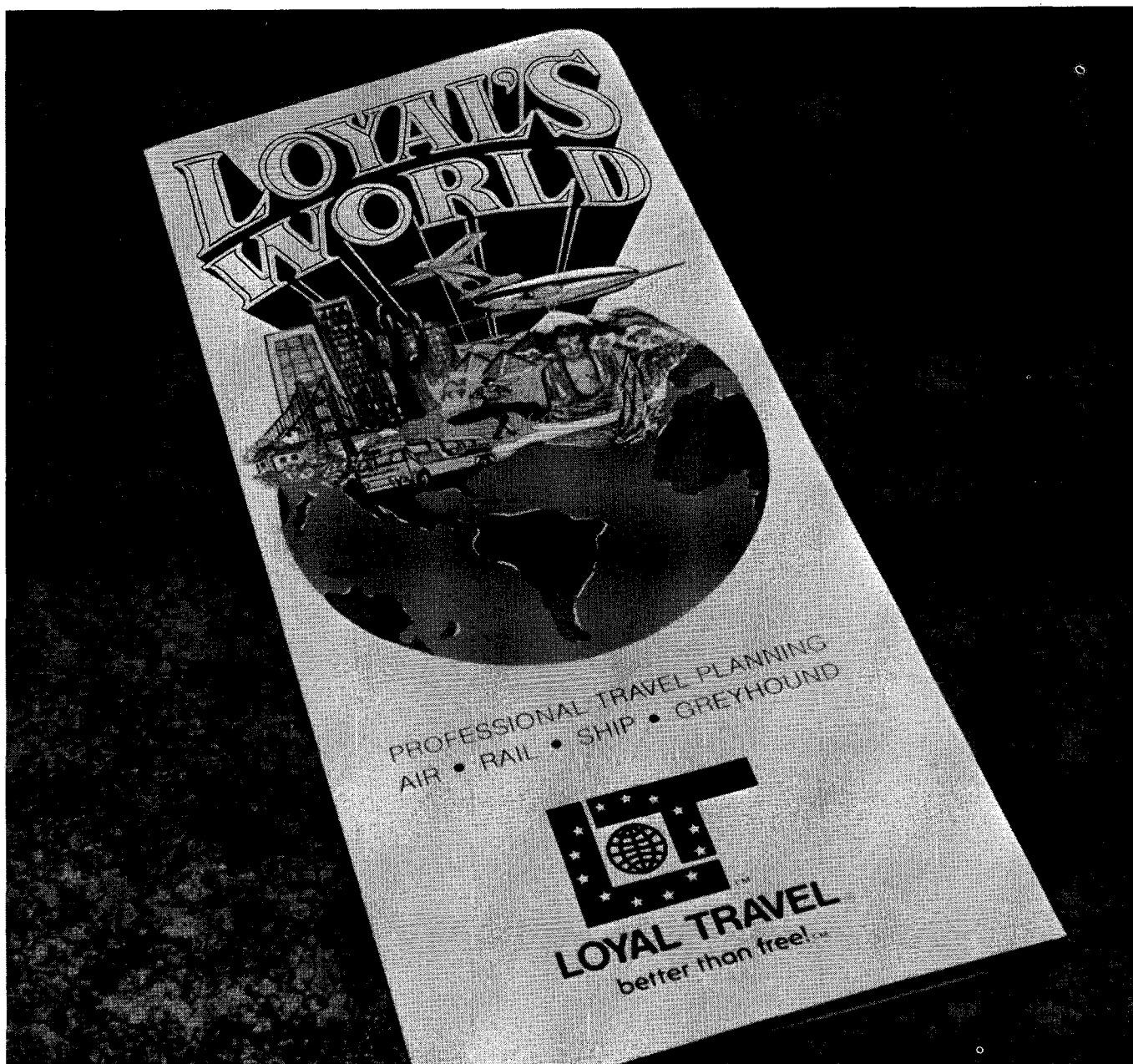
Finally, before you seriously consider dropping an important social event like your holiday party, examine causes outside the specific event which may have contributed to its loss of employee interest. Employees react to one another and to their supervisors in the tone set by executive management. At future holiday events, encourage managers to "unwind" in the holiday spirit and convey a feeling of fellowship with other employees. This warmth may be just the touch you need to turn your party around.

There is a real need in all business and industry today for better understanding and a closer working relationship between managers and employees. Do not miss your greatest opportunity — the holiday season — to reinforce this bond.

*The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.*

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*Hobby club hits the road*

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## JPL's Easy Riders

with Stanley C. Locke, CIRA

**T**O some people, the specter of nearly seventy motorcyclists roaring *en masse* down a country road would be a frightening sight. For employees of the Jet Propulsion Laboratory (JPL) at Pasadena, California, though, it is just another employee club outing.

The cyclists — JPL employees, their families and friends — enjoy their special interest under the auspices of the JPL Employee Recreation Club (ERC). The motorcycle riders have operated as an official sub-club of the ERC since May 1976. In that time, they have increased their ranks to 66 active members and logged over 156,000 miles of touring.

Credit for originating the club goes to JPL employee Jim Casson. With publicity help from the ERC, Casson recruited a small group of fellow cyclists for one excursion in 1974. The following year, Casson teamed with another JPL cyclist, Ken Carter, and put together a May Day outing that attracted more than 70 riders. By the spring of 1976, Casson, Carter and a core of cyclists had drafted an ERC sub-club constitution, gained official approval and the motorcycle club was ready to roll.

The JPL motorcycle club is not a gang of impetuous youngsters. According to ERC Manager Stan Locke, CIRA, an occasional cyclist himself, members average 35 to 40 years of age. Most own large Japanese-built touring bikes. Their purpose in joining the club is social — to enjoy the fun of group tours through scenic countryside with the companionship of other employees and their friends. Women, as well as men, participate in club activities and serve as officers.

The cycle club, like most ERC sub-clubs, is fairly independent. Each year at budget review time, club officers talk over their projected financial needs with the ERC. Although some assistance is available to the club, its activities are almost always conducted on a pay-as-you-go basis. The club requests only about \$150 per year in ERC support. Recently, the group borrowed from ERC funds to purchase club patches. It is repaying the entire sum.

Even internal organization of the club depends on the efforts of individual participants. Outings are developed and organized by club volunteers, not necessarily officers. Each leader sets the route and takes responsibility for conducting his or her tour. Some outings include overnight camping, while others offer more luxurious accommodations at motels along the way. In either case, riders always have the option of following or leaving the planned itinerary, as they choose.

Some recreation directors would hesitate to sponsor a motorcycle club for safety reasons. Locke is aware of the liability questions involved, but feels that the ERC is acting responsibly in sanctioning the cyclists.

"We steer away from balloon clubs and flying clubs," admits Locke, "but we handle the motorcycle club just like another sub-club. All of them [motorcycle club members] carry their own company medical insurance and they all have insurance on their bikes." Of course, whether involved in a club activity or touring independently, the cyclists are aware that they assume some inherent risks whenever they ride.



**JPL's July 1977 picnic offered Motorcycle Club members a chance to show their stuff to the uninitiated. (Right) A blindfolded rider negotiates a course, slowly and carefully, without straying or touching a foot to the ground. (Above) The "Slow Race" challenges the balance and skill of another Club member.**



The motorcycle club encourages sound safety practices and ensures that every one on a group tour observes them. During each tour, the group leader sets a moderate pace, within the speed limit. Frequent stops are scheduled during each tour and the group gladly makes additional unscheduled stops at the request of any member. Even though California law does not require the wearing of safety helmets, the club encourages all members to use them. In fact, Carter, who is president of the club, is one of only three riders who do not wear the protective head gear.

According to Carter, the club has experienced only one accident in its history. Ironically, that was a minor mishap at the outset of the group's very first outing. Since then, after thousands of miles of touring, there has not been a single accident. The club is also proud of its perfect traffic record. Over the thousands of miles covered in club outings, not one member of the group has ever been cited for a violation.

Independent as they are, the JPL cyclists have carried their hobby to other employee social functions. In July, they performed at the annual employee picnic. The group held a "slow race" in which contestants eased their powerful road bikes around a series of pylons at breathtakingly slow speeds. The slowest rider to cross the finish line won. In an equally entertaining "champagne race", riders carried open glasses of the sparkling wine as they sped toward the finish line. The object, of course, was to cover the course as quickly as possible, without spilling a drop.



**"Honest, this isn't a posed shot," noted ERC Manager Stan Locke. JPL photographer John Gregoire just caught Locke in the midst of another hectic day. RM**

*"It isn't amateur night"*

# Allen-Bradley Musical Revue showcases employee talent



1977 Allen-Bradley Musical Revue, "The

**F**RANK HAVLICEK (Motorola) drove 160 miles, round trip, last Spring to see an amateur theatrical

Allen-Bradley's employees enjoy a fine overall recreation program, under the leadership of Recreation Director Walter Sprangers, CIRA. Their sports and athletic program offers all popular activities as well as physical fitness classes. A library/lounge and a game room encourage a variety of 'quieter recreational pursuits. Sprangers' office also assists employees with vacation plans and administers a valuable selection of discount programs.

The Milwaukee-based manufacturer has taken cultural activity programming a giant step farther than most employers, however. For more than a generation, its music department has delighted audiences with its colorful annual Musical Revues. The company has encouraged and supported its employees' talents with unusual generosity. The result is an enthusiastic employee orchestra and chorus with a well-deserved reputation for polished showmanship.

production. Havlicek, who lives near Chicago, has plenty of professional shows from which to choose in his home area. Even so, he drove his wife and two friends to Milwaukee to see the Allen-Bradley Musical Revue.

"It was worth it," said Havlicek, who first saw the musical variety show as a delegate to the 1976 NIRA Conference in Milwaukee. "I thought the show was excellent. They're employees, you know, but it isn't amateur night. They are really professional."

Havlicek is among more than a million people who have seen and loved the Musical Revues staged by the Orchestra and Chorus of the Allen-Bradley Company. The Milwaukee-based manufacturer of industrial controls, electronic components and magnetic materials employs 10,000 people, worldwide. Seven thousand of them work at the Milwaukee site.

Allen-Bradley's venture into theatre began in 1942. With the support of a company founder, Harry Bradley, a small group of musically talented employees helped boost morale during the strenuous war-time production schedules by offering brief lunch hour concerts every Wednesday. By the end of the war, the informal Wednesday concerts had developed into a more ambitious musical program. The orchestra grew in size and by 1951 had adopted a chorus. Three years later, the combined Orchestra and Chorus embarked on its first cross-country tour of Allen-Bradley distributors and customers. This September, the present 42-member troupe left Milwaukee for its twelfth tour, a three-week,





**es On," played in fifteen cities during a three-week Fall road tour.**

15-city swing through the East and Midwest. Every stop, every stage and overnight accommodation had been personally checked by Music Director **Anthony (Tony) Werth**. The Musical Revue has been his "baby" from the very start.

Werth, originally a member of Allen-Bradley's cabinet department, was among the first six musicians to entertain Allen-Bradley employees. Of the six, only Werth and Obie Germanson, a tooling supervisor, are still with the Company. Werth left the cabinet department over 20 years ago to become Allen-Bradley's fulltime professional Music Director. He administers every phase of the productions, from originating the shows and judging try-outs to rehearsing and directing each production and planning the periodic road tours.

Over the years, Allen-Bradley has supported its unique music department with excellent facilities. Today, the company's music department rivals many well-equipped professional theatres. Full productions are staged in the 1,000-seat Bradley Hall auditorium, with the support of professional-quality sound and lighting equipment. Performers practice in a rehearsal room specially constructed to duplicate the Bradley Hall stage in both dimensions and acoustics. Near the rehearsal room, sound-proof rooms are available for try-outs and practice. Dressing rooms for men and women are complete with spacious tables, individual sinks and three-way mirrors. A tape library stocks recordings of past productions for listening and study.

As each year's Musical Revue begins to take shape, auxiliary forces assist the effort. Under Werth's experienced supervision, the company carpentry shop builds the scenery. A dressmaker produces at least one new set of costumes to supplement the generous selections already available from the department's wardrobe.

Emphasis in every lively two-hour production is on a colorful combination of song and dance. The 1977 Revue, "The Beat Goes On," was true to that tradition. As usual, the show played on Friday and Saturday nights for three consecutive weekends in late February and early March. Individual tickets, sold to employees at \$2.50 each, included the price of admission to not only the Revue but also a dance after the show. The 1978 Revue, like every one in recent years, was a sell-out. Some members of the audience had seen every Musical Revue since the 1950's.

In addition to the annual Revue, the musical program also continues the traditional Wednesday noon musicales started thirty-five years ago. The same 25-minute show is performed three times to accommodate the various employee lunch hours. The troupe also performs during the annual Milwaukee "Southshore Water

**continued on following page**

## Allen-Bradley Musical Revue continued



Performances range from Latin numbers (left) to choral concerts (above). Music Director Tony Werth (below) heads the unique program.



Frolic", a community performance that has drawn enthusiastic Milwaukee audiences of up to 100,000 for more than thirty years. When Allen-Bradley distributors and other visitors come to the company's home office, the music department often stages "command performances." It was such a special event, performed for delegates to the NIRA Milwaukee Conference and Exhibit, that so impressed Frank Havlicek.

"I'd drive up there to see it again, anytime," said Havlicek recently. "They are just outstanding." RM

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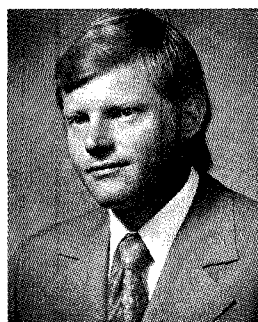
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## Recreation and the working vacation

But, while the time off will be a vacation from the planning and designing of parks, pools, tennis courts, and the like, it will inevitably be an opportunity to

The line between work and play seems much narrower in recreation than most other occupations. How can a person who is responsible for designing or operating recreational facilities avoid the habit of critiquing a facility he or she visits? One can't help asking the basic questions: How well does it serve its purpose? How is it staffed and operated? What new ideas might be adaptable to your needs? What might you do better? And so on.

Anyone who has or is contemplating a facility ought to keep a file of ideas, notes, photographs, magazine clippings, and other bits of information on the subject. It is surprising how much information can be picked up incidentally that will be of value later as you plan, program and articulate the specific needs for your facility.

So while I am vacationing and enjoying the work of others, my professional curiosity will undoubtedly lead to new ideas and solutions to my clients' needs.

rm

# names in the news

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re

# organization profile

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## Georgia-Lockheed Employee Recreation Club

with Roy L. McClure, CIRA

When a recreation manager works for years to build employee morale, he does not want to see his hard-won gains diminished by serious lay-offs or a cutback in the work force. Roy McClure, CIRA, Recreation Manager of Lockheed-Georgia Company, faced just such a problem in the early and mid-1970's. Looking within an apparent set-back, he and his Employee Recreation Club devised novel approaches and new programs to combat not only sagging employee morale, but also the loss of some of the Club's most active members. It was not an easy time, but the recreation program emerged in a stronger position, just when it was needed to ease the tension of corporate concerns.

Lockheed-Georgia employees had been fortunate for many years to have a strong, well supported recreation program. During McClure's administration, the company has encouraged a host of special interest groups, many with specialized facilities. Club members had access to lapidary and ceramics shops, a photo processing lab, a boat construction and repair shop, an amateur radio room, an indoor gun range, an auto garage and an exercise room. Most impressive among the company's generous facilities is its 28-acre lakeside camping and recreation area. Most unique are its Flying Club and Sailing Club, whose five airplanes and two sailplanes are flown by scores of employee-pilots.

The GLERC also administers the usual range of sports programs. Its community service activities have earned the Club praise and awards from several Atlanta area agencies. In the past eight years, the Club has been hon-

ored for its summer recreation program for underprivileged children, its services to blind citizens, its holiday work with the Salvation Army and the Marine Corps, and its "Food for the Needy" projects.

**This is the second in a series of articles on the winners of NIRA's 1977 Citizens Savings Award for overall excellence in employee recreation and services. Last month, we featured the Kodak Park Activities Association, winner among the largest of NIRA's member organizations, those with over 10,000 employees at one site. This month, we move to the best among companies with 5,000 to 10,000 employees at one site, Lockheed-Georgia Company located in the Atlanta Georgia suburb of Marietta, Georgia.**

**RM readers will remember the Georgia-Lockheed Employees Recreation Club (GLERC) from an earlier "profile" and because its Recreation Manager, Roy L. McClure, CIRA, is NIRA's Immediate Past President. Our new look at the GLERC program comes because of its recent award. The Club's story is interesting beyond the award, however, because of the remarkably successful way in which the recreation program has responded to a marked change in the size and composition of the employee force.**



**GLERC members enjoy a 28-acre lakeside recreation park.**

All of this was possible because of committed assistance from recreation volunteers. The Club's Recreation Council includes volunteers elected from various districts within the Lockheed plant. Council members who have served at least six months are eligible to run for office on the Council. Committee officers and Committee chairmen are elected by their fellow Council members. Hobby club officers are similarly chosen.

In an effort to involve as many employees as possible in Club activities, the GLERC conducts membership drives within each special interest group. This helps keep members enthusiastic by involving them in the promotion of their special interests. It also promotes the individual groups as well as the entire GLERC by organizing word-of-mouth campaigns. Each club assures its continued strength by organizing its own leader training system. The GLERC has found that, to a large degree, employees accept and even relish the responsibility for managing their own clubs.

This traditional involvement of volunteers helped save the GLERC when a marked decline in the size of the work force, beginning in the early 1970's, could have threatened the health of the recreation programs.

The decline in employment was most evident among the younger, more active workers. By 1975, the average age of Lockheed-Georgia employees had risen to 47. As a result, participation in athletic and sports activities declined. Clearly, the shift in the age and interests of the overall work force called for a complimentary revision in the mix of recreation activities. Sports and athletic

events which had appealed more strongly to younger employees gave some ground to the hobby and craft activities. The GLERC also worked to boost Club membership by encouraging employees' families to participate in hobby club activities.

New, expanded family participation did swell the rolls of hobby clubs. As younger workers left the company, however, the number of very young children eligible for Club activities declined. The annual children's Christmas party soon shrank to an impractical size. The holiday festivities, therefore, were revamped as full-family entertainment and began to meet the recreation needs of employees and their families in a new way.

Also during this time, members of the GLERC Sports Car Club turned an apparently dying concern into a viable new activity with a wider appeal than the original group. The Sports Car Club, whose activities had centered around field events and road trials, tetered on the brink of failure after several younger, active members left the company. Riding the crest of employee interest in fuel economy and environmental responsibility, the Sports Car Club reorganized as the Auto Club. Enthusiastic leaders promoted the new club to the full employee force and discovered a greater participation than they had hoped to draw. New equipment and facilities in the three-bay auto garage allowed club members to

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**Continued on following page**

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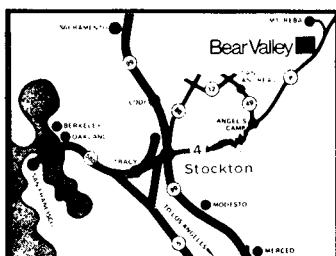
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**Lockheed — Georgia's Recreation Manager Roy L. McClure, CIRA**

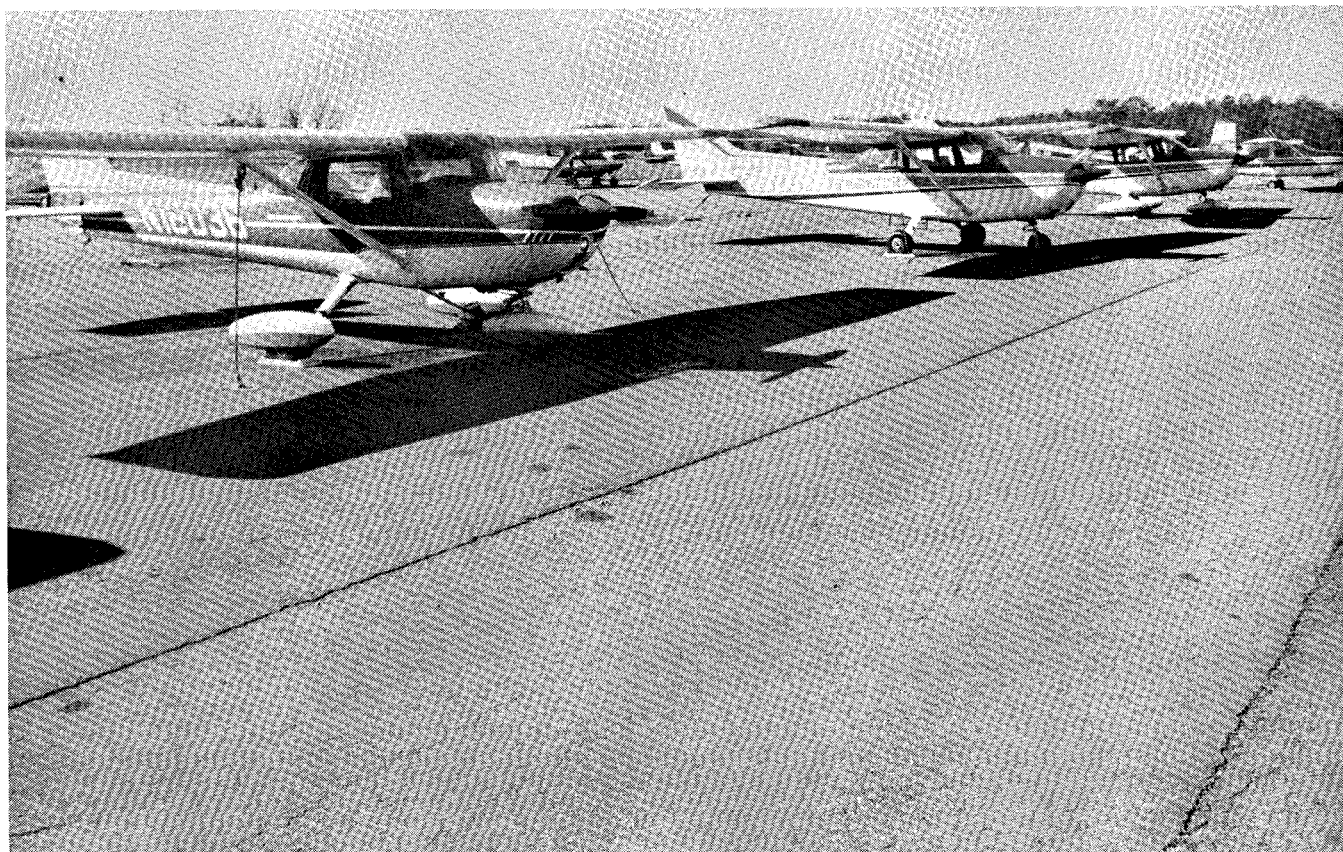
save money by working on their own cars. In the first two years after the change in emphasis, the Auto Club showed a 300% increase in membership.

As the GLERC worked successfully to maintain its strength and meet the needs of a changing work force, it also considered requests for innovative programs. Employees in Marietta, like workers across the country, developed a new interest in physical fitness. In 1974, after two years of planning, the Club opened a new physical fitness area, including a 15-station Universal Gym. Growing interest in fitness and self-improvement brought an even greater participation than the Club had anticipated. Additional facilities, including a shower room and jogging course were developed to service the enthusiastic participants.

Lockheed-Georgia's recreation program has survived and prospered under challenging conditions because it used employees' needs as a standard and guide. Its strength and resilience in the face of changing conditions allowed Recreation Manager Roy McClure and Club members to answer a potentially discouraging situation with an award-winning program.

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The GLERC Flying Club keeps a fleet of five planes.

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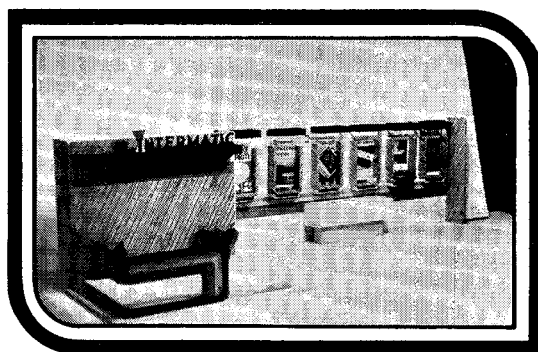
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# Preparing Employees for Retirement

How an in-plant study helped one company choose the best approach to a sensitive issue

by Daniel L. Archibald, CIRA

When employees consider impending retirement, they fear financial uncertainty and the abrupt cut-off from associates and the "productive" world. These anxieties probably have a negative effect on their work performance during later years and could cost a company significantly in reduced productivity. When a company can alleviate this loss and assist the employee in making a smooth and positive transition into retirement, it realizes both humane and economic benefits.

## The Experiment

Recognizing the need to prepare employees for the transition to retirement, Xerox Corporation and five other organizations entered, in early 1975, into a 27-month pre-retirement education research project coordinated by the Gerontology Center at the University of Southern California (USC). Funded by a grant from the U.S. Department of Health, Education and Welfare, the project was to identify the strengths and weaknesses of three currently available pre-retirement

education packages. It was also to develop a small number of trained pre-retirement program planning experts for those organizations participating in the research.

The three programs evaluated in the project approached pre-retirement needs with different methods:

### *Los Angeles City School District, Division of Career and Continuing Education*

This was the traditional academic approach to pre-retirement education. The program presented a teacher, considered an expert in the subject, who lectured to students on pre-retirement planning. Subjects included housing, wills, finances, etc. The 12-hour program was conducted from 7:00-9:00 p.m., one night per week for six weeks.

### *Manpower Education Institute*

This was an information-media approach to pre-retirement education. The sessions lasted three hours, once a week for five weeks. Each session included two videotape presentations, each followed by a

group discussion led by an untrained leader.

### *Retirement Services Incorporated*

RSI presented a group counseling approach to pre-retirement education. Participants were segregated into groups of 8-10 persons plus one group leader who was a highly trained professional. During about 75% of the 20-hour program, the groups participated in structured training-group activities, guided by the group leader. The balance of the time was spent viewing films, reviewing attitudes toward retirement planning, discussing problems peculiar to retirement and trying special exercises.

## The Research

In cooperation with Xerox west coast personnel departments located in El Segundo, California, employees aged 55 and older were recruited for voluntary participation in the project. Fifty-four Xerox employees and their spouses were then selected to form the initial Xerox test group. These volunteer partici-



pants were further divided into three groups to evaluate the three programs under study.

It is worth noting at this point that initial reaction to participation in the program was highly resistant. Several factors may have contributed. First of all, we had previously offered only a limited pre-retirement program at Xerox. We came to the employees with a potentially disconcerting proposal. Secondly, the invitations to participate emphasized the research nature of the program. Some people simply do not like to be used as guinea pigs. Finally, we discovered that retirement is a scary notion to many people. It looms as a time of life filled with unknowns and societal pressures. It is interesting to note, however, that as the program continued and the word got out that there was no hidden agenda, significant numbers of non-participating employees asked to join the project.

## The Results

All participants in the project completed both pre- and post-program questionnaires designed to measure their changes in attitudes, knowledge, plans and current activities relative to retirement. After analyzing the test results, there was no question that the project had a beneficial effect both on attitudes toward retirement and on the level of information among pre-retirees.

The most positive responses in regard to program satisfaction indicated that the group counseling approach was most favored among participants. It offered the most encouraging atmosphere in which the employees could voice their fear and concerns. It also provided a learning situation in which participants retained the greatest amount of helpful information.



**The most effective counseling approach includes question-and-answer sessions, group discussion, information exchanges and films.**



**A small group brainstorming exercise helps pre-retirees identify barriers to retirement planning.**

## Program Development

Through the process of testing the three approaches to pre-retirement education, it was the objective of the USC project to identify the most effective method of teaching, and to distinguish those components which would contribute to the most effective program possible. Within Xerox, our objective was to extract from the project's model programs those components applicable to Xerox employees, and to develop any new components specific to their needs.

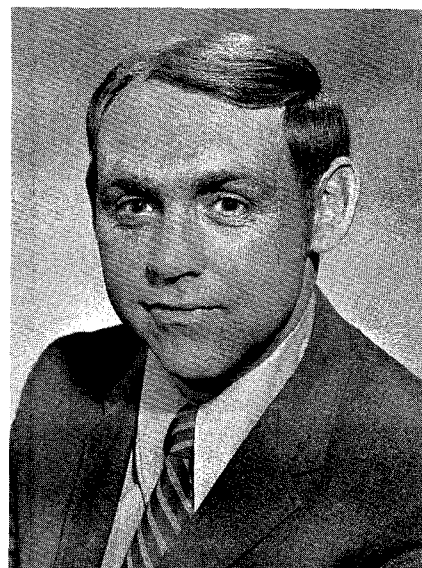
After the initial project results arrived, Xerox turned its attention to developing its own pre-retirement program. Utilizing the suggestions of the Xerox participants from the initial testing phase and applying choice components from the USC program, a Xerox format was developed. Another group of 64 Xerox employees and their spouses evaluated this program. Our tailored program covered such topics as health, leisure activities, estate planning, budgeting, social security, the company pension plan and choosing a place to live.

Participation in this second phase, too, was voluntary. The time commitment for participants was 50% personal, 50% company. Since the successful completion of this

phase, there have been many inquiries from employees about the scheduling of the next sessions. An on-going program, 14-hours in duration, is now being offered on a quarterly basis at the Xerox El Segundo facility.

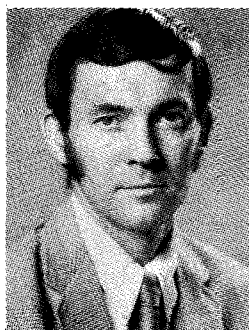
A total of 142 Xerox people participated in the company's 27-month involvement in the program development and testing phase of the USC project. Based on participant response, there is no question that pre-retirement education is both needed and greatly appreciated. Our belief in the program has certainly been supported by such comments as "I have discovered needs I had not realized", "The program made me very aware of the fact that we will retire", and "... one of the most enjoyable learning experiences during my years at Xerox".

With the rapid changes taking place within our society, the role of the older employee and eventual retiree will also be changing. Any pre-retirement education program should include the flexibility to keep pace with these changes — and help employees cope with them as well. At Xerox, El Segundo, we found that the open group counseling approach offers the best setting for this work.



When he wrote this article, Dan Archibald, CIRA was Manager, Recreation & Employee Services, for Xerox Corporation in El Segundo, California. As a result of his involvement in the USC project, he received certification as a Pre-Retirement Program Planner from the University of Southern California's Ethel Percy Andrus Gerontology Center. He has since become Director, Employee Services for Fluor Corp. in Los Angeles. Jess Rifkind of the Xerox Advanced Development Laboratory in El Segundo worked closely with Archibald and can help answer questions referred by the NIRA office.

# tournament news



by  
**Jack Frain, CIRA**  
McDonnell Douglas Corp.  
NIRA Vice President,  
Tournaments & Services

Jack Frain  
is on vacation . . .  
"Tournament News"  
will return next month

# Surveying Employee Recreation Interests

If you want to know what employees think of your recreation program and facilities, ask them. Here's how one member company did just that — and what it learned

by W. Donald Martin, Ph.D.  
and  
Stephen D. Waltz, CIRA

In the fall of 1976, the Cummins Employees' Recreation Association (CERA), in cooperation with Indiana University, conducted an extensive employee recreation interest survey. The project was designed to obtain information that would be helpful in planning future programs and facilities for employees of the Cummins Engine Company located at Columbus, Indiana. One of its primary goals was to assess the level of participation in the various programs offered at Ceraland Park, a 345-acre family recreation complex located approximately 8 miles southeast of Columbus. It also solicited employee suggestions concerning improvements and/or additions to programs and facilities.

Ceraland Park is owned and operated by the Cummins Employees' Recreation Association. CERA, in turn is governed by a ten-member board of directors elected by the employees. The Association provided a grant to the Indiana University Department of Recreation and Park Administration to conduct a random sample survey of employees and to make recommendations based on its results concerning recreation programs, facilities and financing. Ten percent of our employees — a total of 1,001 — received surveys. Of that number, 652 — or 65% — responded.

Data from the questionnaires were grouped according to the following job classifications represented in the Cummins employee population:

**Salaried-Exempt** (2,050 total employees)  
**Office Committee Union (OCU)** (1,630 total employees)  
**Diesel Workers Union (DWU)** (6,330 total employees)

The survey results on recreation participation gave us a valuable break-down of Park use by employees and family members during the summer of 1976. Clearly, the Park was a popular recreation spot. As shown in TABLE 1, over 72% of our employees visited the Ceraland facility. They took an average of 3.2 family members with them each time and went to the Park between ten and eleven times during the season. Approximately 52% of the employees took guests to the Park on an average of four times, with 2.5 guests attending per visit.

A greater percentage of the white collar workers (exempt and office clerical employees) took advantage of

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continued on following page

## Survey Employee Recreation Interests continued

park activities than did the blue collar workers (members of the Diesel Workers Union) — 81% compared with 68%. However, due to the greater number of DWU employees at Cummins (6,330 of the 10,010

workers), overall attendance by union members was much higher. Attendance by employees, family members and guests at Ceraland Park last year totalled 276,304.

**TABLE 1: ATTENDANCE DATA FOR CERALAND PARK**

<b>Cummins Employees/ Families</b>	<b>Exempt Employees</b>	<b>OCU Employees</b>	<b>DWU Employees</b>	<b>Total*</b>
Total Family Households	1,912	1,424	5,886	9,222
% of Families Attended Ceraland	79.6%	82.7%	67.7%	72.5%
Total Families Attended Ceraland	1,522	1,178	3,985	6,685
Members per Family Served	3.8	3.2	3.7	3.6
Total Employees and/or Family Members Served at Ceraland	5,784	3,770	14,745	24,299
Average Visits per Family	11.3	11.6	9.9	10.6
Average Family Members per Visit	3.2	2.7	3.4	3.2
Total Employee and Family Attendance	55,036	36,895	134,135	226,066
% of Employees Who Took Guests	60.5%	56.0%	47.3%	51.8%
Times Guests Attended	4.2	5.0	4.2	4.2
Average Guests per Visit	2.6	2.1	2.5	2.5
Total Guest Attendance	12,632	8,373	29,233	50,238
Total Employee per Family per Guest Attendance	67,668	45,268	163,368	276,304

*\*Some total figures do not balance due to round-off error.*

A separate survey of retired employees showed that they and their guests attended 8,863 times for a grand total attendance of 285,267.

Survey results in TABLE 2 show the types of activities in which employees and family members participated at Ceraland Park. The largest single group of employees (50% of the respondents) participated in outdoor recreation activities including camping, picnicking, boating, fishing and horseback riding. These activities were followed in popularity (47% of the respondents) by individual and dual sports such as swimming, golf (a miniature course and a driving range), tennis, shooting, horseshoes, shuffleboard and bicycling. The Fourth of July program ranked third among activities attended by employees and/or family members (29%). Other activities ranked in the following order based on percent of employees who participated: team sports including softball, volleyball and basketball (15%); special events including movies, Sunday at the park, concerts, talent shows, etc. (13%); other miscellaneous activities (7%); and quiet and hobby activities which included cards, crafts, model building, etc. (5%). The exempt and OCU employees participated most in individual and dual sports as compared to the DWU employees who had the greatest participation in other outdoor recreation activities.

**(Right) Cummins' Ceraland Park**



**TABLE 2: TYPES OF ACTIVITIES IN WHICH EMPLOYEES/FAMILIES PARTICIPATED IN AT CERLAND PARK**

Types of Activities*	Employees by Job Classification							
	Exempt		OCU		DWU		Total	
	No.	%	No.	%	No.	%	No.	%
Outdoor Recreation Activities	93	57.4	40	53.3	179	46.3	312	50.0
Individual & Dual Sports	98	60.5	46	61.3	149	38.5	293	47.0
Fourth of July Program	47	29.0	30	40.0	106	27.4	183	29.3
Team Sports	31	19.1	18	24.0	47	12.1	96	15.4
Special Events	19	11.7	14	18.7	49	12.7	82	13.1
Other Misc. Activities	12	7.4	7	9.3	24	6.2	43	6.9
Quiet & Hobby Activities	10	6.2	7	9.3	14	3.6	31	5.0

\*Employees may have participated in more than one type of activity.

When employees were asked to give reasons for not participating in programs sponsored by CERA the most frequent response (43%) was that they did not have enough time due to work schedules, other jobs, chores, and so forth. The second most frequently mentioned reason for non-participation was the distance that employees lived from the location of the activities (20%). Data from the survey indicate that approximately 30% of the employees live 20 miles or more from Ceraland Park. A greater number of DWU employees lived that distance from the park than did exempt and OCU employees (38% compared with 19%). Also it was found that 41% of the DWU employees were on the second and third work shifts as compared to 19% of the exempt and OCU employees. These factors might help to explain the greater percentage of participation by white collar workers in the Park activities as compared with blue collar workers. Other reasons given by the employees for non-participation in CERA activities were that they: did not know about the activities (11%), had other adequate recreation available (9%), lacked sufficient money (6%), or were not interested in any of the activities (5%).

When employees were asked to give opinions on future CERA program funding, a majority of them (54%) felt that user fees should be charged for any additional activities and/or facilities that might be developed. Other suggested sources of support were: guest fees (14%), increased vending income (11%), membership fees (10%), and money raising ventures (5%). Only about 19% of respondents felt that CERA should not develop any additional programs or facilities that would require a charge.


Approximately 40% of the employees surveyed indicated that they planned to stay in the Columbus area after retirement. Members of this group recommended that greater emphasis be given to programming for the recreation needs of retirees as well as utilizing their talents in servicing the leisure needs of others. The types of activities that employees said they would most like to pursue upon retirement ranked in the following order: fishing, golfing, camping, swimming, tennis, hunting, travel, picnicking, card playing, hobbies and bowling. A number of other activities received fewer responses.

Based upon the responses from the employees, Indiana University investigators made recommendations to the Cummins Employees' Recreation Association concerning programs, facilities and administration.

Using the raw data from the survey, the authors plan to do further studies on the following topics:

1. The relationship of job classification to recreation participation and interest

continued on following page



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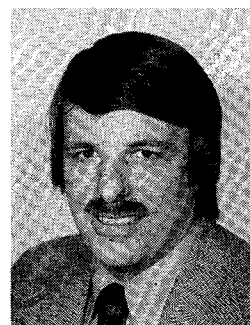
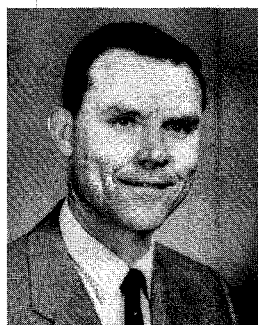
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2. The relationship between work shifts and participation in CERA programs
3. The relationship between age of employees and plans for retirement; i.e., the percentage of employees planning to take early retirement
4. The effect of employee residence distance from Ceraland Park on attendance and participation in activities there

*The authors welcome questions from interested NIRA members about their survey method and results.*

**W. Donald Martin, Ph.D. (left)** is Associate Professor of Recreation and Park Administration with Indiana University in Bloomington, Indiana. He holds an A.B. in Psychology, an M.S. in Recreation Administration, and a Ph.D. in Resource Development. Martin's professional background includes fourteen years in

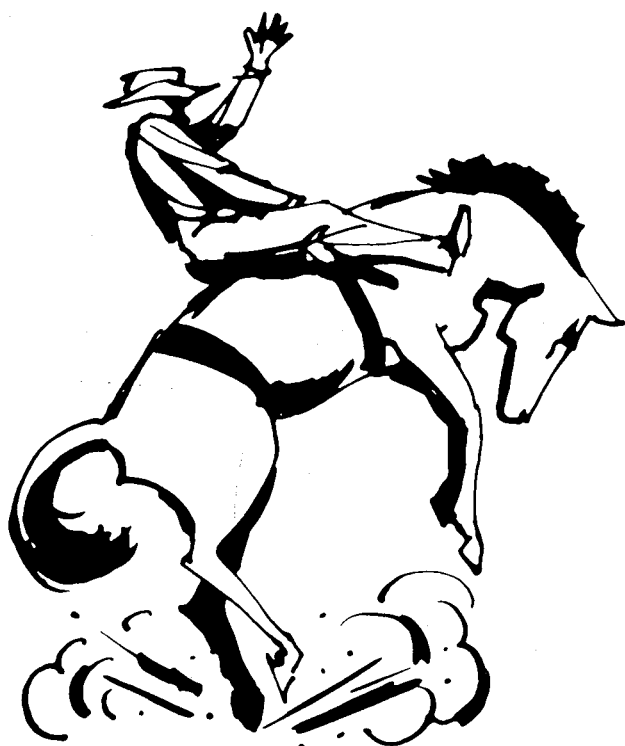


municipal recreation administration and nine years as a university instructor in recreation.

**Stephen D. Waltz, CIRA, (right)** is Recreation Director for Cummins Engine Company. He has earned a B.A. in Humanities/Recreation and an M.S. in Physical Education/Recreation. He has been very active in NIRA, serving as our 1975-77 Vice President of Tournaments and Services and, currently, as 1977-78 NIRA Treasurer.

RM

## NIRA MOVES WEST

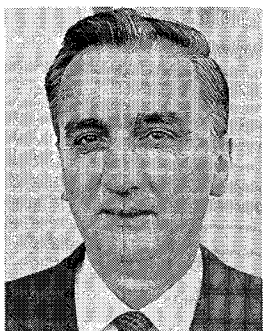


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**May 18-23, 1978**

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**Joseph T. Barber** is the NIRA Senior Director from Region I. He will serve his New England constituents until May 1978. As Community Relations Manager for Raybestos-Manhattan, Inc. in Trumbull, Conn., Barber is one of many recreation directors who wear more than one hat, professionally.

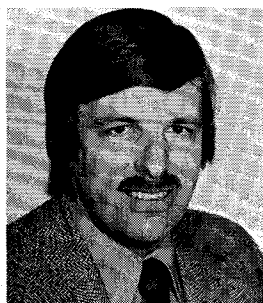
Barber holds an associate's degree from Holy Cross Seminary. His long history of community service is strong on sports. He has been active in the Little League for nearly thirty years. He has been Connecticut Softball Commissioner since 1958 and was President of the Amateur Softball Association of America (ASAA), 1973-75. Barber's free lance work as a local sportscaster won him the ASAA "Sportscaster of the Year" award. Barber is active in various community groups.



**Nelson Ellsworth** is one of the most active Canadian members of NIRA. He began his two-year term as Director from Region VIII in May 1977. Already, he had played a major role in bringing leaders of Canadian business and government together to further employee recreation. As Coordinator of Community Recreation for the Nova Scotian Department of Recreation, Ellsworth was Coordinator of a 1976 conference at which Canadian government officials encouraged lead-

ers of private business to develop leisure services for their workers.

Ellsworth holds a bachelor's degree in Physical Education/Recreation Administration. His varied government experience includes community planning and municipal recreation administration in both New Brunswick and Nova Scotia.



**Stephen D. Waltz, CIRA** continues his service to NIRA in a new Board position. In May 1977, NIRA President Fritz J. Merrell, CIRA appointed Waltz to the one-year term as NIRA Treasurer.

Waltz is Recreation Director for Cummins Engine Company in Columbus, Indiana. He holds an M.S. in Physical Education/Recreation and had professional experience with the YMCA before joining Cummins in 1970.

Waltz is well-known to NIRA members for his past service as a Director from Region III and as the 1975-77 Vice President of Tournaments and Services. He accepted a NIRA Outstanding Leadership Award in 1972. Waltz is the author of several articles in *Recreation Management*, the most recent of which appears on page 27 of this issue.

RM

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# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month— except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

**Region II** plans a Conference, October 21-23, 1977 in Columbus, Ohio. Contact Edward Hilbert, CIRA — (614) 424-6336 or 424-5190.

**Region VII** will hold its annual Conference and Exhibit, September 28-October 1, 1978 in Universal City, California. Contact Bill Ranney — (213) 764-0025.

**37th Annual NIRA Conference and Exhibit** will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

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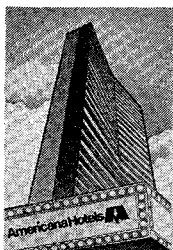
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# recreation management

Volume 20, Number 9

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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Controlled circulation postage paid at New Richmond, Wisconsin 54017. POSTMASTER: send form 3579 to 20 N. Wacker Drive, Chicago 60606.



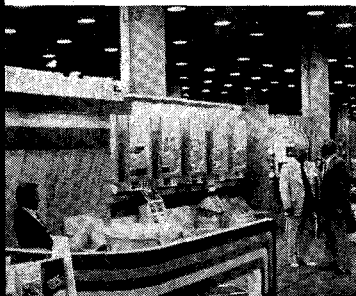
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CIRCLE READER SERVICE CARD NO. 1

## about the cover



Employees at Kaiser Steel in Fontana, California have gained several new recreation facilities in recent years, thanks to an innovative youth project. The young workers pictured on our cover were part of a continuing summer work-study project sponsored by Kaiser. Under the direction of Employee Activities Administrator Noel J. Rentz, CIRA and a professional vocational instructor, local high school aged youths learned practical construction skills and applied their knowledge to the building of several employee recreation facilities. The participants, many of whom had been unsuccessful in regular school programs, gained valuable work experience while they earned fulltime wages.

Next month: 1978 NIRA Buyer's Guide and Services Directory

# The NIRA President would like a word with you . . .

## . . . about the "can do" philosophy



**Fritz J. Merrell, CIRA  
Olin Corporation  
NIRA President**

To accomplish anything worthwhile in our business, you must stick your neck out once in a while.

Let's face it. We in recreation and employee services are often viewed as overhead or, even, as a necessary evil. We can appear to be less important than many of our colleagues in other areas of personnel. There are no laws or regulations requiring employers to promote employee morale and productivity through recreation. Recreation leaders, whether volunteer or professional, must repeatedly go to bat for their programs.

It takes courage to solicit management support, especially if it means asking for money as well. But it takes that kind of gumption to build a successful recreation program.

Last month in this column, I argued for the need to recognize our small company members. Like-

wise, it is essential to the future of our field that those with small, weakly supported programs fight for improved activities and increased funding.

Almost every member of NIRA has experienced the disappointment of seeing proposed programs "shot down". Almost all of us can remember times when we hesitated to propose a new activity or facility because we knew (or thought we knew) that *they* would never go for it. *They* go for innovative ideas in some companies — not all of them large concerns. Successful recreation programs are not simply a matter of luck.

In many cases, outstanding recreation programs are the result of one or two determined, dedicated recreation leaders who wouldn't take "no" for an answer — who coolly analyzed their employees' recreation needs, presented carefully reasoned arguments for the benefits of new programs and were ready to follow up with well-organized administration.

Certainly, some companies — in fact, entire industries — are more conservative than others. But we are riding a new wave of concern about employees. The old labor-management antagonisms are mellowing. Now is the time to push ahead for improved employee-employer relations through recreation.

You can do it. Assess the need. Design the program. Present your reasons. You may be pleasantly surprised with the response, both to your proposals and to you as a capable and concerned manager.

Of course, you must be sensitive to the pro's and con's of any issue

that affects your business and your programs. But you must never let yourself be stymied by the fear that you won't be given a chance. If you move ahead from a positive point of view, the battle will be more than half behind you.

Take a project you feel belongs in your recreation program. Drop objections that may arise in your mind. Concentrate on the positive: Why will the activity or facility be a good addition to the program? How will it benefit the employees and management? What is necessary to put it into action and make it successful?

Many pessimistic, self-defeating thoughts are walls we erect to protect ourselves from failure — to minimize risks. They are seldom reliable in the long run, however, since they neither keep us safe from criticism nor bring us the kind of "luck" we see other recreation directors experience. Building a strong recreation program demands risks on the part of the director. Remember, though, that the stronger your programs are, the more valuable you are to your company.

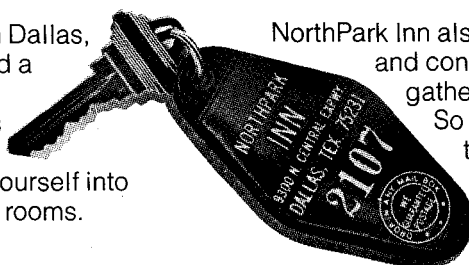
So . . . Take a look at your organization. Chances are, you already have a list of new activities you would like to offer your members. Dust off one of those projects and give it a try. If you need assistance, or simply another person in the field to act as a sounding board, call the NIRA office or a fellow NIRA member. That's why we are here.

A handwritten signature in cursive script that reads "Fritz J. Merrell".

# Name three places where you can dine like a king, sleep like a baby, work like a Trojan and play to your heart's content!

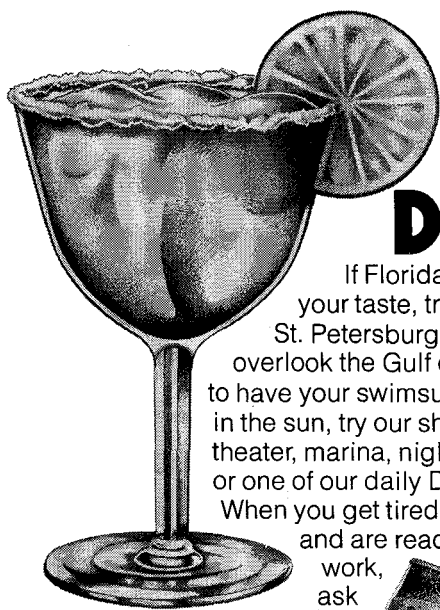
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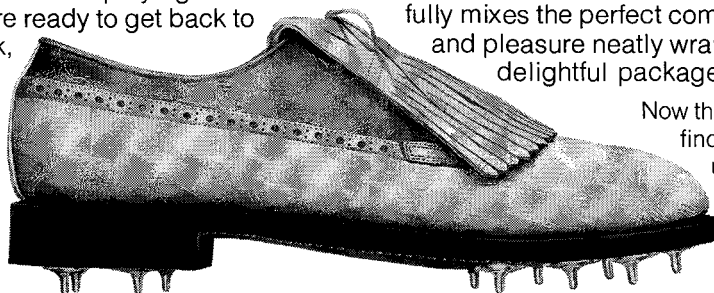
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Red Cross needs individual volunteers, and donors of blood and money, by the millions.

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If your business is already helping, by organizing blood drives, and by supporting payroll deductions—either directly for the Red Cross, or through the local combined fund drive—the whole community owes you thanks. And we thank you, too.

Last year, with help from our friends, we offered major aid at over 30,000 disasters—from typhoons, to local (but just as devastating) house fires.

We were able to help the elderly with practical programs, we helped veterans by the hundreds of thousands, we taught people by the millions to swim or swim better. And that's just the tip of the iceberg.

Think of America without The American Red Cross.

And you'll know why we need your business as a Red Cross Volunteer. In your community. And all across America. Contact your local Red Cross Chapter to see how your company can become a volunteer.

**Red Cross.  
The Good Neighbor.**

# nira news

## Retiree golf league learns life-saving CPR

Retiree golfers at Goodyear Tire & Rubber Company in Akron, Ohio carry more than their clubs with them when they go to the links. Centered among the foursomes at every outing of the Senior Sexy Swingers is a cart carrying an emergency oxygen tank. Several of the regular Swingers are trained in the emergency cardiopulmonary resuscitation (CPR) technique of artificial respiration and heart massage.

The active 40-member golf club adopted its unique safety program when one of its members died after collapsing on the course last June. Retiree Bill Durbin arranged for a former colleague from Goodyear's

Research Division to assist with the CPR training program. Instructor Mike Calderone, chief of a local volunteer fire department, taught ten Swingers the CPR technique. Members took up a collection and purchased a \$300 oxygen unit which accompanies them on all their outings. Each member also bought a police whistle with which he can summon help, should any member be stricken on the course.

Most members of the Sexy Swingers are in fine health. Some ride carts along their regular course, but many walk at least nine—and often 18—holes. Emphasis is on the fellowship and exercise of golf . . . with the added reassurance that help is at hand, if it should ever be needed again.



A foursome of Goodyear's Senior Sexy Swingers examines the portable oxygen equipment that regularly accompanies them to the golf course. The tank is part of a unique safety program initiated by the Akron company's retiree golf league. Bernie Watts is Director of Recreation at Goodyear.

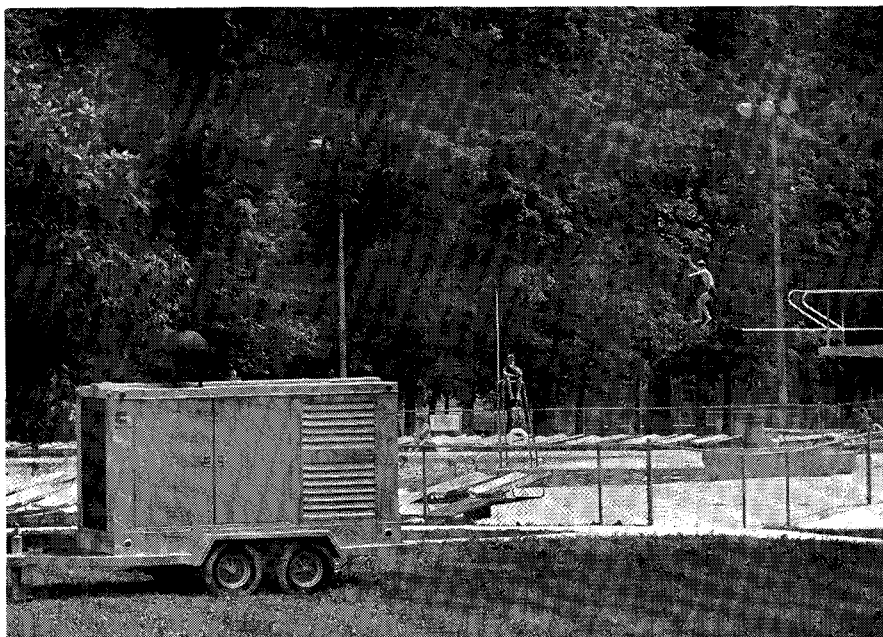


## Cummins' own generator saves Ceraland pool

When a July 13 storm knocked out electrical supply to New York City, emergency standby generators from NIRA-member Cummins Engine Company saved the day for many essential institutions in the New York area. Ironically, Cummins' own recreation facilities in Columbus, Indiana were struck that same July night by a bolt of lightning which damaged the transformer at the busy Ceraland swimming pool. Once again, the company's portable emergency power generators came to the rescue.

According to Cummins Recreation Director **Steve Waltz, CIRA**, the July 13 storm damaged one of the pool generator's three bays. Without power for the pool's circulation pump, the Park was faced with a pool shut-down in the midst of a hot, muggy summer week. Replacement equipment would have to be brought down from Michigan — a trip of at least three days.

With the assistance of Cummins' Industrial Product Development and Motor Vehicle Maintenance



**Cummins' pool and concession stand survived a power failure, thanks to the company's own portable generator.**

departments, the recreation staff harnessed the power of the Cummins Gen-Pac, a portable generator, to power both the pool pump and the nearby concession stand. Within a day, the portable generator had been moved into place beside the

pool and operated smoothly until the replacement equipment arrived the following weekend. Employees barely missed the pool's cooling relief in the July heat and the company's product made an impressive showing.

## New Sea World exhibits in San Diego

Sunny southern California is now home to two species of Antarctic penguins. The Adelie and emperor penguins are on view for park guests by special guided tour at the NIRA-member Sea World park in San Diego. The penguins are part of a research project begun in their frozen homeland.

The Hubbs-Sea World Research Institute, in conjunction with the National Science Foundation, has been working in the Antarctic during the past four summers. One phase of the joint project was the establishment of a breeding/research colony of high Antarctic penguins. Because long-term biological research in the Antarctic is difficult and drastically limited by severe weather conditions, this group of penguins was transported to San Diego late last fall.

The birds are now housed in a specially designed 52 x 38-foot holding facility at Sea World, maintained at 20 to 30 degrees Fahrenheit. Each day, three large ice machines supply the unit with 6,000 pounds of finely flaked ice.

"Our purpose," explains Frank Todd, Sea World curator of birds, "is to establish a self-sustaining breeding population that will facilitate research and provide opportunities for biologists to obtain important behavioral data on these highly specialized organisms. The severe weather and six-month dark Antarctic winter preclude such work in the field."

The penguins are currently maintained with several sub-Antarctic species in an off-exhibit facility and are available for viewing by park guests on guided tours only. Sea World expects that, within the next few years, a highly sophisticated exhibit/research polar complex will be

completed, which will allow public view of the fascinating animals.

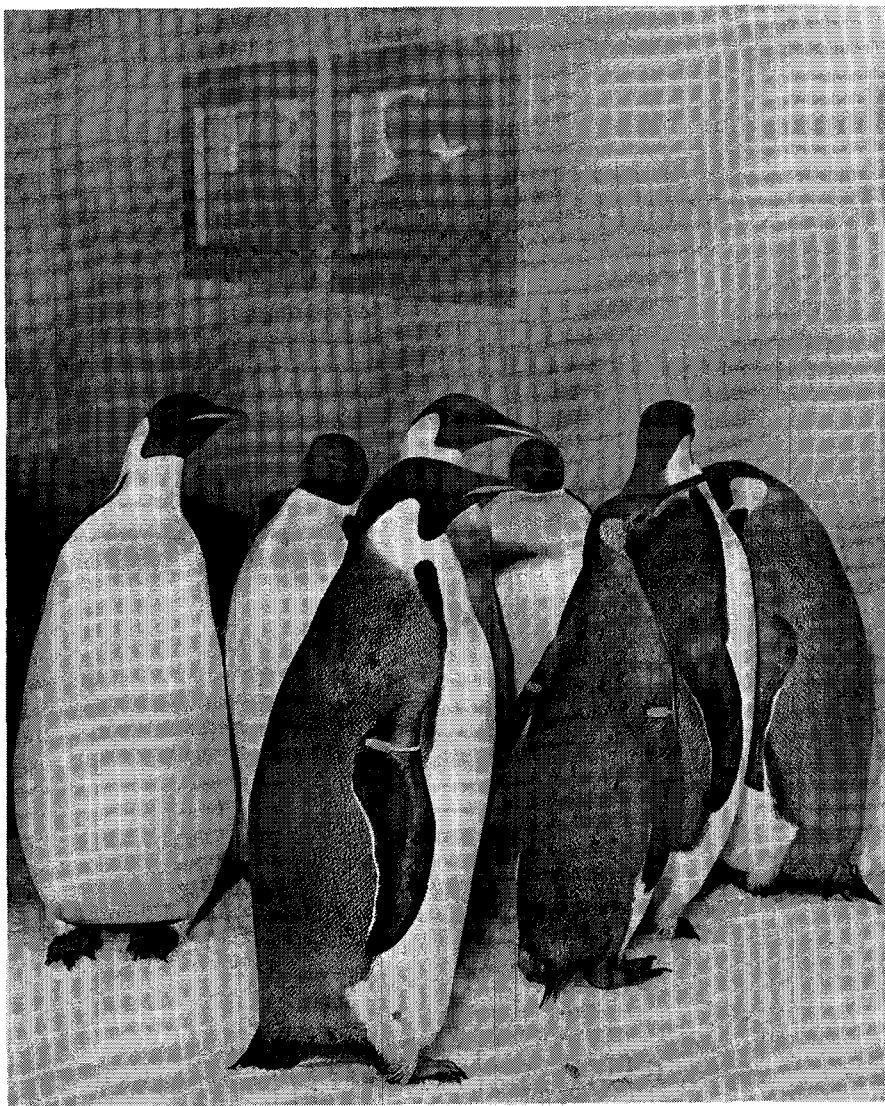
A new live shark research/exhibit facility should be ready for the public in early summer 1978 at Sea World, San Diego. According to Frank A. Powell, Jr., general manager of the park, the new unit will be "the largest facility anywhere specifically designed to meet the biological requirements of tropical and temperate water pelagic (open sea) sharks."

The 400,000-gallon shark aquarium will be housed in a \$2 million facility. An additional \$1 million will be invested in surrounding park expansion. Acrylic viewing panels, some as large as eight by 24 feet, will provide a panoramic view of the toothy residents of the aquarium.

**continued  
on following page**

In addition to the public display of large sharks, the new Sea World facility will provide a laboratory atmosphere in which "we are going to be able to study the biology of a

number of species never before studied," according to Ray Keyes, Sea World curator of fishes. Acoustical, behavioral and physiological experiments are planned.



A penguin's eye view of behind-the-scenes tourists at Sea World/San Diego. The Antarctic birds are part of a new research and exhibit project at the southern California attraction.

### Kodak sponsors tourney for cross-country skiers

Some 250,000 skiers are expected to participate in this season's United States Ski Association (USSA) Medals for Miles program. The national program, sponsored by Eastman

Kodak, awards medals and patches for individual achievement in cross-country skiing. More than 20,000 skiers received awards in the first three years of the program. Half of those participated in the 1976-77 season alone.

The Medals for Miles program is

open to participants of all ages. Medalists last year ranged in age from a three-year-old New York State girl who skied 62 miles to an octogenarian from New Hampshire who logged 114.75 miles.

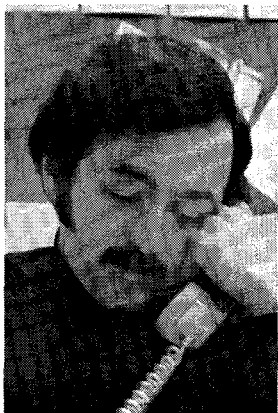
All participants keep log books, on the honor system, throughout the ski season. Books are available from ski operators, ski equipment retailers, photo dealers and ski clubs. They may also be obtained by mail from the USSA, 1726 Champa Street, Suite 300, Denver, Colorado 80202. Participants mail their log books to the USSA when they have attained the requirement for the medal or patch they desire. A bronze medal is awarded to skiers who tour 75 miles; a silver medal for 150 miles and a gold medal for 300 miles. Beginning this year, a copper medal will be awarded for 500, 750, 1,000 and 1,500 miles. Patch winners are also automatically awarded gold medals.

**NIRA Newsnotes . . . The Raybestos** Brakettes of Stratford, Connecticut won the 1977 Women's National Fastpitch Softball Tournament in Hayward California recently. The tournament is sponsored annually by the Amateur Softball Association . . . The *Toledo Blade* highlighted the new employee/retiree recreation program of **DeVilbiss Company**. The company's recently-formed Spectrum Club, under the direction of **Nancy Gansmiller**, in cooperation with employee relations director **Bruce Maison**, has received a valuable assist from the NIRA-IRC, **Toledo Industrial Recreation and Employee Services Council (TIRES)**. RM





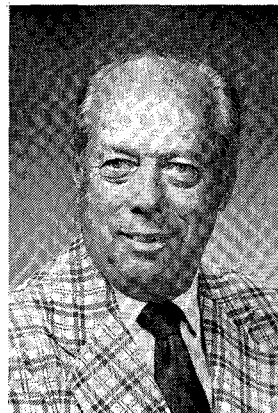
# names in the news



**David Baker, CIRA**



**Dan Archibald, CIRA**



**Earl Schreiber**



**Eli Jaksic**

A full circle of transfers and promotions has brought several Xerox employee activities names into the news this Fall. **David Baker, CIRA** has become Manager, Recreation Services for Xerox, Inc. in El Segundo, California. He succeeds **Daniel Archibald, CIRA** who left Xerox to direct employee services for Fluor Engineers and Constructors, Inc. in Irvine, California. When Baker moved to El Segundo, he left his position as Program Manager for employee activities at Xerox Square in Rochester, New York. **Richard Di Meo** has been promoted into that position. Replacing Di Meo as Program Manager at Xerox/Henrietta is **Herbert Graham**. Graham's promotion created an opening as Supervisor of Recreation Programs, Xerox/Webster which has been filled by **Scott Baker**, a former student intern who worked under the supervision of Dave Baker.

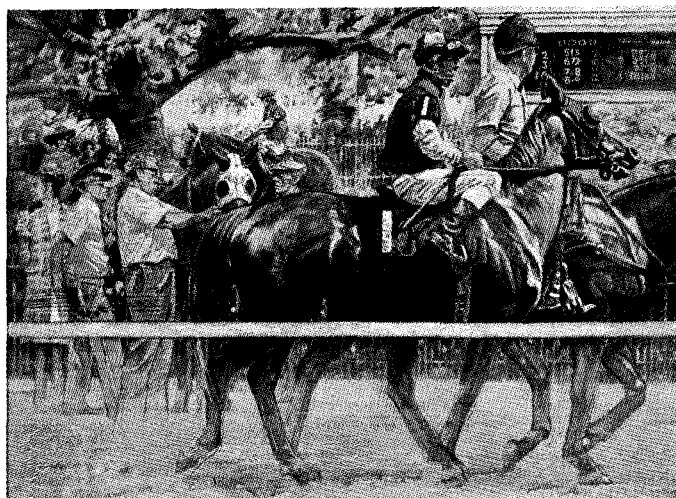
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**Earl L. Schreiber** has retired as Recreation Director — Corporate at The Timken Company in Canton, Ohio. He has been replaced by **Eli A. Jaksic** who was formerly Assistant to the Recreation Director. Schreiber began his career with Timken in 1948 as a member of the recreation department. He was promoted during his first year of service into the position he held for nearly 29 years. Schreiber was active in NIRA for many years and served on the Association's Board of Directors as a Vice President. He was instrumental in bringing the National Professional Football Hall of Fame to Canton and has been president of its Board of Trustees since 1962. He also served in leadership positions for Little League Baseball, and the President's Council on Physical Fitness and Sports. Jaksic also started at Timken in 1948. He held positions in several areas of the company prior to becoming Schreiber's Assistant. He, too, has been a

member of NIRA for many years. He is active in many Canton civic associations.

...

**Otto Seabaugh** retired from Olin Corporation in New Haven, Connecticut recently. He has been succeeded as Manager, Office Services by **Raymond K. Smith**. rm



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winner in  
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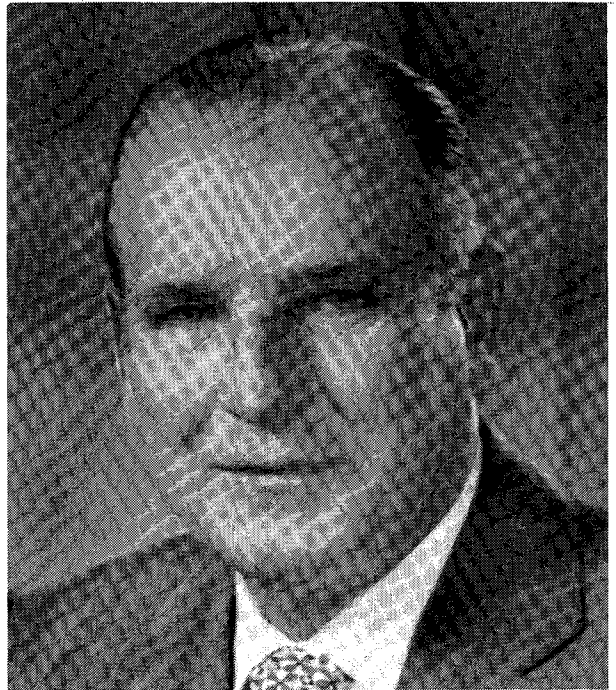


CIRCLE READER SERVICE CARD NO. 3

# The Chairman of McLean Trucking supports employee recreation

NO LONGER DO WE  
CONSIDER  
RECREATION A  
FRINGE BENEFIT

**Paul P. Davis**  
*Chairman of the Board  
and Chief Executive Officer  
McLean Trucking Company*



"Employee recreation is the kind of game everyone at McLean can play: drivers, dock workers, supervisors, mechanics, secretaries, and their families. There are company-sponsored recreational activities available for all.

"When our program was born back in the early 1950's, recreation was still thought of as a municipal responsibility. It was stored away when the weather turned cold and dusted off again each spring. Today, a McLean employee can bowl from September to mid-March, play golf through the summer in a company league, and add to this schedule with slow-pitch softball, basketball, bridge, table tennis, a fishing tournament, picnics, and a Christmas dinner-dance.

"In many unionized industries, employees have become polarized because of contract restrictions that tend to prohibit intermingling. McLean's

recreation program acts to prevent this. In fact, interaction is encouraged. A winning foursome in a recent golf tournament included a long-haul driver, city driver, a supervisor, and a dock foreman. Last winter a bowling team included a terminal manager, a rate clerk, two city drivers, and a dock worker.

"This broad base of participation from all areas of the McLean work force, with its byproducts of good employee relations, and better morale and work attendance, has spurred complete management support of the entire program.

"No longer do we consider recreation a fringe benefit. It is the catalyst that produces healthy, vigorous, dedicated employees who are an asset to McLean and outstanding citizens in their communities."

---

From *Top Management Speaks*

Check the publications order form card at the back of this issue



by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** I am searching for some new program ideas to pass along to our branch office recreation directors. If you know of any new programs that have potential universal appeal, I would appreciate your passing them along.

**A.** We should divide new activity ideas into four categories: athletic and sports events, social activities, cultural and educational activities, and employee and community services.

Some of our suggestions may not appear to be entirely new since you have undoubtedly researched the field already. Often, though, a new approach to an "old" activity can provide a fresh programming idea.

**In the athletic and sports category,** tennis still leads in new popularity. The introduction of platform tennis and racquet ball in recent years has been well accepted, since these sports allow for more playing time and, even in northern areas, can be year-round activities.

As more employees seek fun ways to stay fit, athletic and sports instruction has become very popular. Classes in the purchase and use of athletic equipment are catching on. Attendance is often high at workshops on outdoor living, recreational vehicle use, SCUBA diving and snorkeling, Nordic (cross-country) skiing and other newly popularized family activities.

Old favorite games such as beer ball and slow pitch softball are enjoying a revival. An interesting new activity is cone ball, a game that is played like golf on a 9- or 18-hole course. In cone ball, however, beach balls are kicked through large open-ended wire cones. Each kick counts as a stroke and the low scorer or foursome wins. The game can be played on any large grassy area.

If your program is open to the families of employees, consider sponsoring a junior softball league. Recruit parents to coach teams, but not those

on which their own children play. Similar junior programs for bowling, golf or tennis may be winners with your employees' families.

Improve employer-employee relations with good-natured fun by sponsoring a "Beat the Boss" event. An enthusiastic turn-out is virtually guaranteed when employees challenge management in a popular sport. Award fanciful prizes to the winners. Make the most of the event with both internal and external publicity.

Try something different. Introduce sports not commonly known among your employees such as bocce, curling, lawn bowling, cricket, soccer, horseless polo, water volleyball or tin can hockey. You might conduct a contest for a new sports league. Name the winner as coach for the new activity. Treat him or her to a well-publicized steak and ale dinner and a "Genius Instructor" award.

**In the social activities category,** eating and drinking are almost always first on the list of employee favorites. Unfortunately, without some kind of organized program, such events often become little more than a do-it-yourself bar. If an event is a family affair, include entertainment such as a fast-moving vaudeville show, a home talent band, singing waiters or old comic movies. There are myriad social events that are popular with various employee groups. Among them are country music jamborees, rock concerts, movie and dance nights, employee talent shows, travelogues, ice cream socials, fishing rodeos, ethnic dinner parties, Las Vegas nights, camping and canoeing trips, mystery tours, road rallies, theatre parties, outdoor square dances, "L'il Abner" parties and many more. Of course, family picnics remain very popular with every employee group.

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continued on page 14

# Community Service Program Nets New Recreation Facilities

Area youth needed meaningful work.  
The recreation club needed new facilities.  
A unique work/study program  
brought them together.

with Noel J. Rentz, CIRA

**I**N the mid-1960's, Kaiser Steel Corporation's Steel Manufacturing Division in Fontana, California initiated a summer youth work/study program, combining remedial classroom studies with simple maintenance work. The company-sponsored program was designed to provide disadvantaged teenagers with academic assistance and wage-earning experience.

At the same time, Kaiser's activities program for its 8,500 Fontana employees was ready for expansion. Several of the suggested programs, however, required new facilities. With a facilities building program on the boards, Recreation Director **Noel J. Rentz, CIRA** was approached by his department head about enlisting the talents of the work/study youths to build recreation facilities. Building projects would be more interesting than the virtually make-work activities which had kept the young people occupied. Construction work could offer opportunities to learn practical skills, earn school credits and benefit from professional on-the-job training. The idea made sense to Kaiser administrators and sparked new interest among the students as well.

In the place of the English and math teachers, Kaiser hired a fulltime vocational instructor. The young men earned high school credits in the new vocationally

oriented program. They saw their classroom lessons immediately applied to the building projects designed by the recreation and engineering departments.

The first facilities project to use the work/study group, a playground for employees' children, broke ground in the summer of 1969. Kaiser hired fifteen young men fulltime at beginning wages comparable to a beginning mill hand's. During part of the work day, the vocational instructor introduced the students to basic construction concepts and prepared them for the practical work of the project. In addition to the regular instructor, Kaiser also called upon skilled craftsmen to explain their contributions to the project at hand. Under the guidance of these professionals, the young men set to work erecting slides, swing sets and sandboxes.

Both the classroom work and its practical application in the facilities project intrigued the group far more than the former program. By the end of the summer, Kaiser had a new recreation facility and fifteen young men had not only the credits and money they had earned, but also a valuable new store of work experience. The revised work/study program was slated to continue the following summer.

With management support, Noel Rentz and Recrea-





Everyone got into the act, under Larson's guidance. One of the team's projects was a multi-purpose building.

tion Club President **Paul Burroughs** continued to present facilities projects for each year's new crop of work/study students. In the next few summers, the young workers built storage rooms, laid tennis courts and erected handball facilities. One summer, they built a 20 x 40-foot multi-purpose building from which the recreation staff dispenses refreshments, recreation loan equipment and other employee services.

In every project, the young men worked a full 40-hour week at standard wages. Their days stretched from 6:00 a.m. to 3:00 p.m., allowing many sunny hours at the end of the day for their personal recreation. The young men in various work/study classes were introduced to basic plumbing, electrical and masonry skills. They learned how to read blueprints and to follow a project through from concept to completion.

One summer, the group even made its own bricks. Kaiser purchased a simple brick making machine of the sort used in developing countries. Using the earthen materials on hand, the students made their own bricks and used them to build permanent planters, walkways and storage sheds. Later, bricks were purchased from outside sources for the construction of larger facilities such as the multi-purpose building and the handball



Vocational Instructor Pete Larson (right) explained the fundamentals of every building project to his students in the work-study program.

continued on following page

## Community Service continued

courts.

Pride and a sense of accomplishment were primary goals of the summer work/study program. For this reason, every project carried the permanent stamp of its builders. Upon completion, each new facility was marked with a commemorative brass plaque listing the name of every young man who had helped build it.

"They (the students) would bring their families and friends to see the facilities they built," recalled Rentz recently. "Many of the boys later came to work for Kaiser. Some are still employed here. Others used the money they earned to go on to college. Every once in a while, you'll still see a man out there, showing someone his name on one of those brass plaques."

---

**Noel J. Rentz, CIRA has earned a B.S. in Recreation Administration from Brigham Young University and an M.S. in Business Administration from Pepperdine University. His recreation program at Kaiser won a 1975 NIRA/Citizens Savings Award for overall excellence among companies with 5,000 to 10,000 employees at one site. Specific activities in his program have won three NIRA Certificates of Excellence. Rentz is an active member of NIRA's Region VII organization.**

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**Working from scratch, the youths made bricks which they later used to build new facilities.** RM

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## Ideas Clinic (continued)

**Cultural and educational activities** are growing in popularity. There is an increasing desire among employees at all levels to experience many kinds of cultural events, including live theater and dance, museum tours and concerts. Employees are also becoming more interested in using their leisure time for creative self-improvement activities such as adult education, arts and crafts programs and work-related skills improvement.

Consider offering informal classes on topics of general interest. The possibilities are endless but a sampling includes specialty cooking, woodworking, furniture refinishing, tailoring, auto maintenance and repair, dancing, music, genealogy, photography, drawing and painting, home repair, smart spender tips and more. Local schools, cultural centers and clubs can help you find instructors and, if necessary, facilities for such classes.

**Employee and community services** constitute another category to consider when expanding your recreation program. Here, you will generate greater participation if many varied services and service opportunities are offered. Start with discount tickets for amusement areas, sports and theatre events, featured merchandise, and travel opportunities. Vendors of all kinds are usually happy to arrange discounts for

employee groups. NIRA can help you find such programs or create your own discount opportunities.

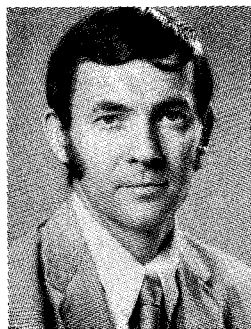
Many employees welcome the chance to become involved in community service programs arranged through the company — and, of course, their involvement reflects well on the company. Check into local blood donor systems, Big Brother and Big Sister programs, volunteer service centers and other community aid agencies. Consider offering your employees recreation loan equipment, credit union services, family budgeting courses, a recreation newsletter, a service recognition program, a suggestion system, physical fitness classes, individual and group travel assistance and other services which NIRA can suggest.

There are so many programs to offer that it is difficult to evaluate their potential success in your particular situation. In one community or industry, a new activity may generate great interest immediately while, in a neighboring area, it may fall just short of being a complete dud. Good promotion is often the key to success, especially with a new activity. Review your promotional needs before you launch a new program and dramatize its opening with plenty of publicity. Follow up with reports on the initial interest generated by the new entry and the activities you plan to offer.

RM



# tournament news



by  
**Jack Frain, CIRA**  
**McDonnell Douglas Corp.**  
**NIRA Vice President,**  
**Tournaments & Services**

*At the September meeting of your Board of Directors, I was happy to report on the continued success and growth of Association Tournaments and Services. I pass along a summary of my report to the Board, below, for the information of all NIRA members.*

## BOWLING

The 1978 Postal Bowling Tournament is once again set for the month of February. **Andy Zadany, CIRA** of Corning Glass will coordinate this tournament. Complete details on this event will be announced.

## BRIDGE

Plans for the 1977 Bridge Tournament are now being finalized. This tournament, under the direction of **Maxine Craft** and **Ed Hilbert, CIRA** of Battelle Memorial Institute, is scheduled to run October 15th through November 30, 1977. The grand prize, a Nassau cruise for two, is provided by Eastern Steamship Lines. Details on this tournament have been mailed to all eligible companies.

## FISHING

**Gene Miller, CIRA** of Michigan Bell reports that, as of September 1, we had 62 companies entered in the 1977 NIRA Postal Fishing Contest. This is the *largest* participation ever for this event. This year, through the cooperation of the American Fishing Tackle Manufacturers Association (AFTMA), all participants will receive some type of an award or recognition for their efforts. The tournament will run through December 1, 1977.

## GOLF (ON-SITE)

By now, all of this year's NIRA On-Site Regional Golf Tournaments have been completed. Regions III and V, under the direction of **Sue Siwicki** of Bankers Life & Casualty Company, played their tournament on August 27 and 28 at the Lake Geneva Playboy Club in Wisconsin. The Region VII competition, under the di-

rector of **Bill Bruce**, Motorola, was held September 3 and 4 at the McCormick Ranch in Scottsdale, Arizona. Scheduled for September 24 and 25, the Region I, II and VIII On-Site Golf Tournament, under the direction of **Pete Schessler** of the Lord Corporation, was held at the Culbertson Hills Golf Club in Edinboro, Pennsylvania. The Region IV Tournament, under the direction of **Hal Reeves** of the Lockheed-Georgia Company, was held October 22 and 23 at Gallaway Gardens in Pine Mountain, Georgia. Results will be published when all Tournament scores have been filed.

## GOLF (POSTAL)

**Glenn Westover** of Babcock & Wilcox Company reports that the first NIRA Postal Golf Tournament closed on September 30, 1977. Prizes for this new tournament were supplied by *Golf Digest Magazine*. Results will be published as we receive them from Glenn.

## PHOTO

**George Stark** (McDonnell-Douglas Corporation) will coordinate the 1978 NIRA Photo Contest. The Contest will be open during the months of February and March, 1978. Entry blanks and contest rules will be distributed soon to member organizations.

## RIFLE/PISTOL

**John Grubar** of the National Rifle Association will once again coordinate the NIRA/NRA Postal Rifle/Pistol Matches. This tournament opened November 1, 1977 and will close April 1, 1978.

## TRAPSHOOTING

The Middletown Sportsman's Club in Middletown, Ohio was the setting for the Annual NIRA Trapshoot, Sunday, September 11, 1977. Results will be published as we receive them from tournament coordinator **Bob Bauer, CIRA** of Armco Steel.

# organization profile

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## Johnson Wax

### The Johnson Mutual Benefit Association

with Richard Wilsman, CIRA

**E**mployee recreation began as a family affair at Johnson Wax in Racine, Wisconsin. In the early years of this century, employees enjoyed summer picnics on the lawn of founder Samuel C. Johnson's lakeside home. Hearty meals, singing, croquet and bonfires on the Lake Michigan beach characterized recreation at the small family-owned company. More than fifty years ago, Johnson employees enjoyed organized athletic leagues in basketball, baseball, softball and golf. The company still cites with pride the S.C. Johnson women's softball team that took a world championship in 1926.

As early as 1922, Johnson Wax promoted employee recreation and services in an organized fashion. In that year, the Johnson Mutual Benefit Association (JMBA) was formed. Then, as now, it was supported by a combination of membership dues and company contributions. Today, the JMBA offers an impressive array of activities and facilities for its 3,100 U.S. employees, 2,300 of whom work in Racine. Under the administration of Recreation Manager **Dick Wilsman, CIRA**, the JMBA offers not only a wide variety of athletic, social, travel and cultural activities, but also the benefits of a unique resort and lodge program at locations across the United States.

#### **VOLUNTEER POWER**

According to Wilsman, the key to a successful recreation program at Johnson Wax is the involvement of employee volunteers from every area of the company. At least 10% of Johnson employees are involved in the

planning and administration of recreation activities during any given year. They work in cooperation with the JMBA staff as members of established clubs and special activity committees.

Wilsman joined Johnson Wax as Recreation Manager in 1967, during a time of serious reorganization within the JMBA. The following year, the Johnson board of directors turned all recreation planning responsibility over to the Association, of which he is administrative secretary. Working within policies established by a governing board, the JMBA board created a recreation committee composed of appointed activity leaders. With the help and supervision of the recreation staff, these essential chairpeople plan and develop programs in seven broad areas: retirees' activities, men's sports,

This is the third in our series of articles on the winners of NIRA's 1977 Citizens Savings Award for overall excellence. Johnson Wax, long an active member of NIRA, took top honors among companies with 1,000 to 5,000 employees at one site. 1977 was the first year in which Recreation Manager Richard Wilsman, CIRA submitted his company's program for Award consideration. Johnson's traditional efforts for employee recreation and services, however, have been exemplary of the full programs possible in a relatively small organization.

women's activities, resort activities, special events, Racine facilities, and clubs and cultural activities.

A glance at the organizational chart for Johnson recreation activities shows the wide range of responsibilities under this handful of leaders. They are assisted by subcommittees of volunteers.

With a heavy reliance on volunteers, the training and development of leaders is crucial to the strength and growth of the JMBA. The Association does not rely entirely on unsolicited volunteers, however. It involves management by asking various company executives to suggest employees to serve as special event leaders. An employee who agrees to serve acts as vice chairperson of a dance, picnic or special event. A vice chairperson gains hands-on training in program planning, budgeting, promotion, administration and evaluation. The year following his or her initiation into activity leadership, the trained assistant becomes an activity chairperson.

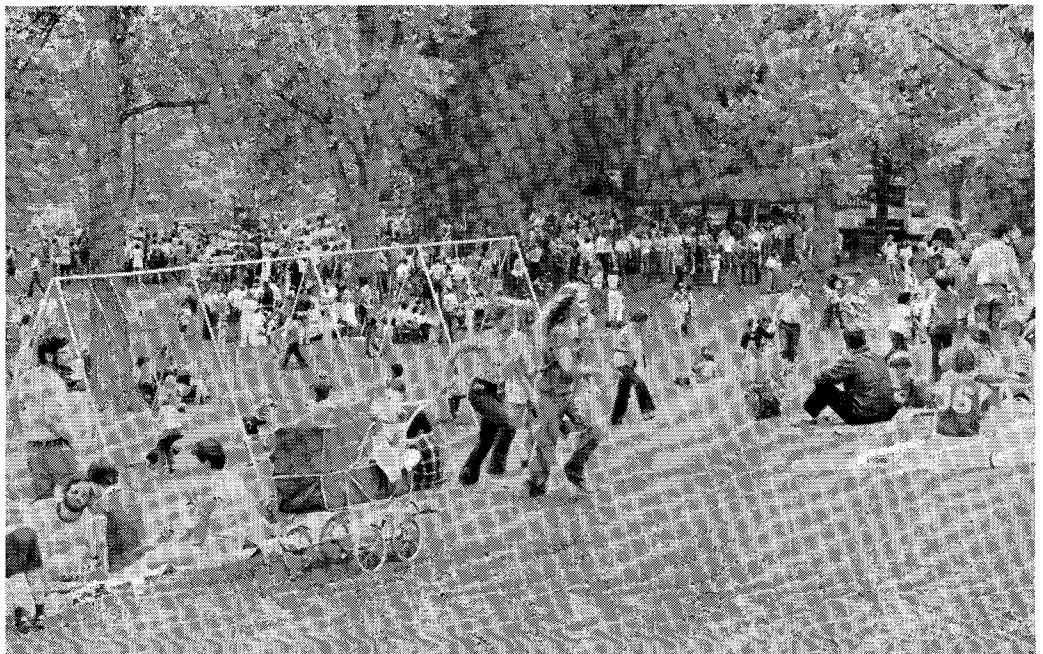
The Association is careful to recognize volunteers for the vital part they play in the strength of the Association. The recreation staff sends personal thank-you letters to leaders after each event. The staff also hosts an annual recognition dinner for volunteer leaders at a local restaurant.

## UNIQUE PROGRAMS

Many companies in recent years have devoted increased attention to their retirees and female employees. At Johnson Wax, unique programs have been established to serve these groups.



**Johnson's Armstrong Park on picnic day. Above, the children's slide; right, a picnic lawn.**



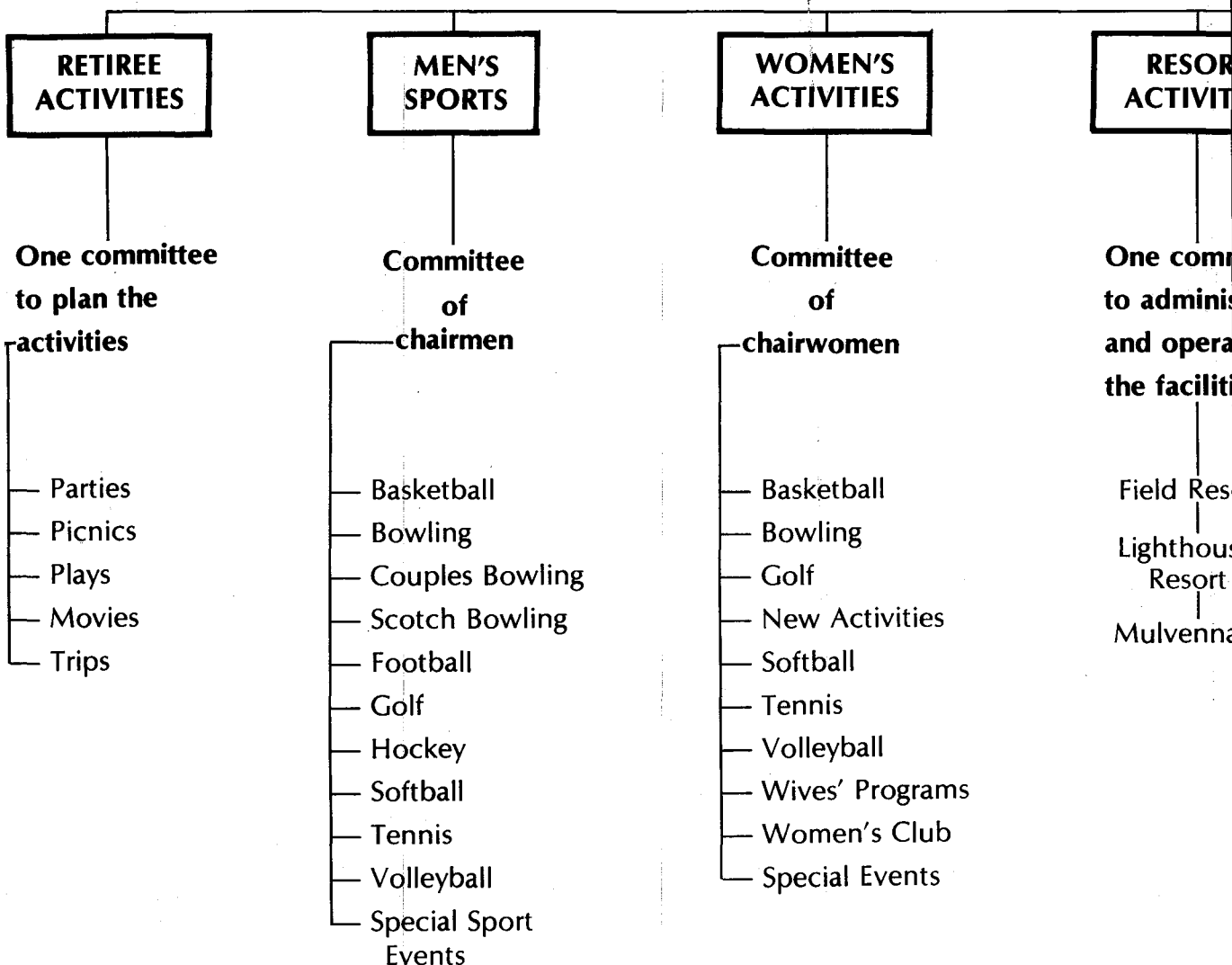
**Continued  
on following page**

# JOHNSON MUTUAL ORGANIZATION CHART

GOVERNANCE

RECREATION

GENERAL  
CHAIRMAN



# BENEFIT ASSOCIATION ART FOR RECREATION

ING BOARD

Executive Secretary

COMMITTEE

Secretary (Recreation Manager)

ERAL  
RMAN

S

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Lodge

## SPECIAL EVENTS

Committee  
of  
chairpersons

- Christmas Party
- Easter Egg Hunt
- Fun Day
- JMBA Picnic
- Valentine Dance
- Winter Carnival

## RACINE FACILITIES

One committee  
to administer  
and operate  
the facilities

Armstrong Park

## CLUBS & CULTURAL ACTIVITIES

Committee  
of  
chairmen

- Archery
- Camping
- Chess
- Fishing
- International
- Ski
- Snowmobile
- Trapshooting
- Travel

Wilsman admits that, prior to 1970, the JMBA did not make as serious an effort as it should have to serve the recreation interests of female employees. The establishment of a special section on women's activities was directed toward redressing this imbalance.

Because women of all ages and interests compose only 500 of the 3,100 Johnson employees in the U.S., the women's program makes an aggressive effort to recruit the wives of employees in order to make a wide selection of activities available. Recreation Administrator **Barbara Dopke** works directly with the women's activities committee, offering advice, encouragement and staff expertise. An active participant herself, Dopke oversees a program which includes basketball, golf, softball, tennis, and volleyball as well as a wives' program and a women's club.

Dopke is also actively involved with the retirees program at Johnson Wax. According to Wilsman, "Our program is quite unique. We don't forget about our retirees. In fact, we consider them as a special group of employees."

This special group enjoys at least one senior's activity each month. Parties, picnics and cultural activities all draw enthusiastic participants. Perhaps most popular are the regular trips to points of interest throughout southern Wisconsin and northern Illinois. Retirees, some of whom have no other regular social activities, enjoy travel and fellowship through the retirees program. Some are even more involved in the JMBA now than they were as active employees.

## OUTSTANDING FACILITIES

### Field Resorts

Like many companies, Johnson Wax arranges group travel for its employees. The company also offers unique vacation hideaways in the U.S. and Canada for the use of employees and their families. Mulvenna Lodge, a secluded Canadian retreat, can be reached only by sea plane. Employee families and small groups may stay at the lodge. The Lighthouse resort in northern Wisconsin offers midwestern employees a selection of 17 lakeside cabins. Each of the cottages comes completely furnished and equipped with linens, cooking utensils and a boat. Comparable reservations are available to Johnson employees in eight other U.S. regions.

### Armstrong Park

The JMBA has come a long way since employees gathered on the Johnson lawn for summer picnics. When the employees and their families gather for a picnic these days, the surrounding countryside resembles a county fairground. As many as 6,000 people turn out for the annual Johnson Wax picnic at the company's Charles A. Armstrong Park in rural Racine County.

The Park, with its playing fields, recreation shelters, shaded picnic lawns and flowing stream, offers an ideal outdoor recreation setting. The Park also includes miniature golf, pitch and putt golf and a driving range. Facilities are available for basketball, softball, touch football, tennis, archery, volleyball and horseshoe pitching. During the long Wisconsin winters, Johnson families also enjoy ice skating, hockey and broomball on an outdoor ice rink.

### JMBA Center

At the corporate headquarters in Racine, Johnson employees use the company's Golden Rondelle Theatre. Johnson has been forced increasingly in recent years to find community facilities for many of its activities. Although the company has generally good relations with community recreation sources, the sharing program inevitably leads to scheduling conflicts with public and private institutions.

This problem was an important reason for the development of Johnson's new JMBA Center. Located on a previously undeveloped portion of Armstrong Park, the Center is scheduled for completion in 1978. It will serve as the new center of JMBA's physical, social and cultural activities.

The Center's exterior of brick and bronzetone glass will blend easily into its natural setting. The interior design incorporates exposed timbers, natural woods and inviting views of the nearby woods and stream.

The tri-level Center will include a multi-purpose gymnasium with convertible space for two basketball courts, four volleyball courts or three tennis courts. The area may also be used for social events such as annual holiday parties and dances. It may also hold larger corporate meetings and conferences. Audio-visual facilities overlooking the gymnasium area can project films for business or entertainment.

## professional services directory

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**The women's sports schedule at Johnson Wax includes an awards banquet (above). The program gives JMBA women recreational opportunities similar to such traditional male pursuits as basketball.**

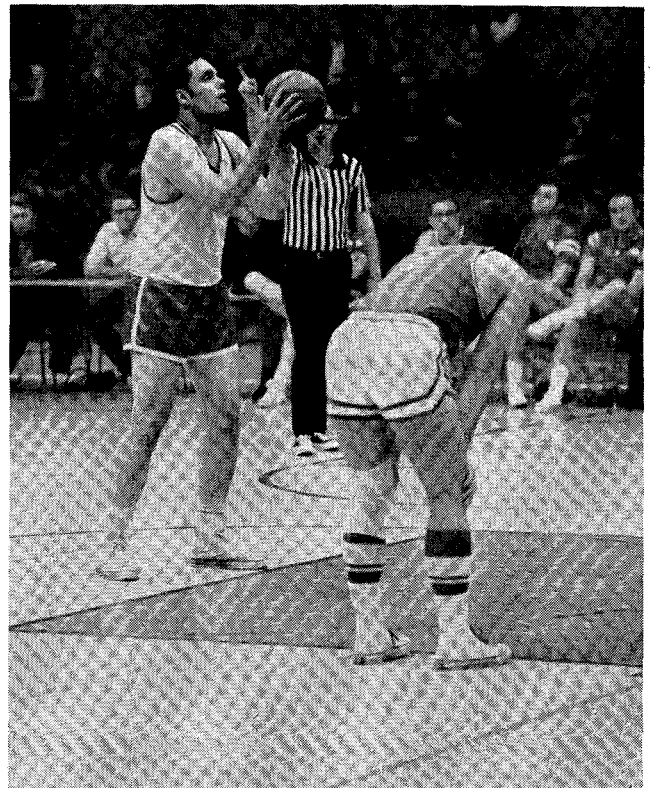
A comfortable lounge with a fireplace will serve as an informal gathering place for employees as well as a center for quiet recreation activities including small parties and receptions. A nearby club room and beverage kitchen will add to the convenience.

The upper level of the Center will house additional recreation activities. Multi-purpose rooms will be appropriate for a variety of games as well as educational activities and club meetings. A television room will be open for employee viewing and additional outlets will allow T.V. viewing throughout the Center. A catering and service kitchen on the lower level will handle meals for up to 275 people. A nearby multi-purpose room can be used for small banquets. The lower level will also provide a physical fitness room, storage areas and locker facilities for employees who use the gymnasium.

## EMPLOYEES' RATING

The exceptionally high level of company support for recreation at Johnson Wax is evident in its rich variety of facilities and activities. High participation and the results of regular surveys show that employee enthusiasm for the program justifies that support. In periodic employee opinion surveys, recreation programs have repeatedly received the highest acceptance among all aspects of the job for Johnson employees. In 1972 and again in 1975, 94% of surveyed employees rated the recreation programs among the positive aspects of working for Johnson Wax.

RM



# How Safe are Your Recreation Facilities?

by Gary McCormick, CIRA

**A**s a conscientious recreation director, you are concerned about the safety of everyone who is involved in your programs. If you are not concerned enough, there is a growing assembly of government watchdogs who are ready to point out your short-comings — sometimes to the tune of a heavy fine.

NIRA Conferences in recent years have included an increasing number of educational sessions on liability in recreation facilities and programs. Clearly, employee activities specialists find this an area of special importance. In some states, the courts have ruled that injuries incurred at employee recreation functions are job-related. In some cases, injured employees have been awarded hefty worker's compensation payments. There is no indication, to date, that provisions of the 1971 Occupational Safety and Health Act (OSHA) apply to your recreation facilities. In the prevailing climate, however, you should be aware of that possibility. In any event, you should be willing to protect the safety of your recreation staff and participants. There is no

reason why a responsibly administered program cannot comply with reasonable safety standards.

The single greatest problem facing recreation leaders in the field of safety is their lack of knowledge. Many recreation people have never developed a job safety analysis.

caught in the rough wheel of hobby club lapidary equipment. Imagine the child who lost both hands and a foot to electrical burns when he explored a transformer which had been left open at an Independence Day picnic.

The list of these and other true accidents goes on. Their monetary

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## The greatest problem facing recreation leaders in the field of safety is lack of knowledge

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Most would not know where to start. Too many may even maintain and/or use facilities in which significant safety hazards go unnoticed or uncorrected. Luckily, most such situations never result in serious problems; but then . . .

Consider the player who slid into home plate on a field which had not been safety checked by the maintenance staff. His leg was so severely spiked that it was eventually amputated. Think of the employee who lost a hand when his loose shirt

cost to the responsible parties is high — and rising. The real costs, in human terms, are inestimable. Accidents like these can appear to be unavoidable freak occurrences; but all too often they are the direct results of careless safety practices.

It has been estimated that of every 330 accidents, 300 will cause non-serious injuries, 29 will require medical follow-up and one will result in prolonged hospital care or death. With even a chance that one of your participants could be in-

jured, you have a responsibility to reduce safety hazards as much as possible.

Your first step in reducing the odds that an accident will occur is to initiate an orderly system of recreation safety reviews. Identify hazards associated with every phase of your program. As you plan an activity, outline every possible safety

### **Safety/Medical Aids**

Make certain that your staff is trained and equipped to handle a health or safety emergency. Provide first aid kits, approved by your company medical department. Place them in areas used by the recreation program. Take one or more with you to rented or borrowed facilities, if necessary. Consult your medical

### **Post Rules and Cautions**

Establish safety rules and post them. Point out those unavoidable hazards which do exist and caution participants to exercise special care. Be firm with your staff, volunteers and participants about the observation of all safety rules.

Make safety a constant concern in your recreation program. Conduct regular inspections of facilities. Draw up a checklist of safety hazards (with the help of your company safety department, if you have one). Include the condition of grounds, playing fields and recreation floors. Check fire extinguishers and sprinkler systems. Go over any equipment — from small appliances to motorized vehicles — which are involved in your program.

Remember your responsibilities. Do not assume that the owners or managers of facilities you use will assure the safety of your participants. Psychologists call this "SCOTOMA", or a giving up of personal responsibility. It occurs, for example, when a father sleeps through his child's

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## **All too often accidents are the direct results of careless safety practices**

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problem. Look at the situation from both the staff and participant points of view. After you have identified safety hazards, establish off-setting safeguards. For example:

### **Walking/Playing Surfaces**

Note handrails provided for assistance in walking up or down stairs. Make certain they are adequate and secure. Check pool deck areas. Make certain they are provided with non-slip surfaces and are free from obstacles. Check for slippery or splintered surfaces in gymnasiums and rough or pitted grounds in outdoor playing fields.

### **Personal Protective Equipment**

In areas where employees use hobbycraft tools, be sure that participants use appropriate personal protective equipment: safety glasses, goggles, helmets, gloves and so forth. Where toxic substances such as paint fumes may reach the air, provide adequate ventilation and, if necessary, respiratory equipment.

In addition to hobbycrafters' protective measures, make safety equipment available to sports participants. This may include batting helmets, knee pads, ear plugs, arm bands or life jackets.

department or local Red Cross about first aid classes for you, your staff and recreation volunteers.

Make certain that facilities your program uses are equipped with fire extinguishers. Note their locations and take care that key personnel are familiar with their operation.

Ascertain the locations of telephones and other emergency com-

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## **Do not assume that facilities you use will assure the safety of your participants**

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munication equipment. Post emergency numbers prominently.

### **Proper Maintenance**

Improve the safety of your recreation areas by making certain that equipment and materials are stored properly and neatly. Keep aisles, halls and other traffic areas free of clutter.

Secure equipment, including tools, in a safe storage area. Inspect equipment regularly and keep it in good repair. Consider the cost of repair and replacement as a necessary expense.

midnight crying, secure in the belief that his wife is taking care of the child's needs.

How would you have felt if you had booked an employee group to hear John Davidson sing at the Beverly Hills Supper Club, in Southgate, Kentucky last spring? The tragic fire that swept through that facility on May 28, 1977 was reportedly aggravated by seriously lax safety precautions. If you had left

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on following page**

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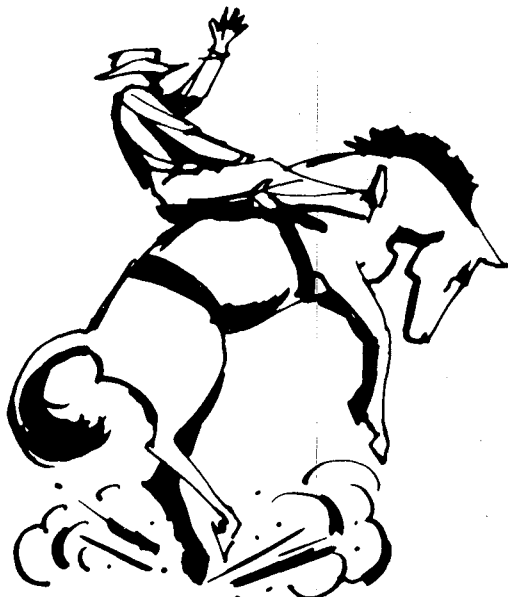
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## NIRA MOVES WEST



**37th Annual Conference & Exhibit**

**May 18-23, 1978**

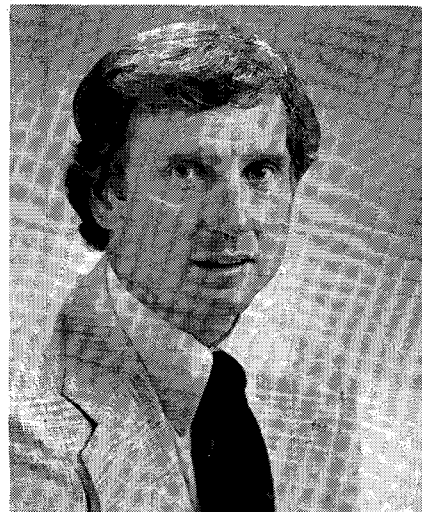
**NorthPark Inn — Dallas, Texas**

## How Safe continued

the responsibility for your employees' safety to the Club management, your participants could have been among the 162 people who perished.

Do not neglect your responsibilities for recreation safety. You are responsible for the welfare of your staff and participants. This applies to all your activities, whether they are trips, banquets, picnics, hobby clubs or sports events. It applies, as well, to facilities you rent, share or own.

Liability under the law, with regard to employee recreation varies from state to state and incident to incident. Your ethical responsibility and natural concern, however, will dictate that you consistently enforce reasonable safety standards.



Gary McCormick, CIRA has been Safety Supervisor for the Salt River Project near Phoenix, Arizona since 1973. He worked for the preceding thirteen years as a professional recreation administrator, including six years as Director of Recreation for the Project. McCormick has also been a NIRA leader on both the local and national levels. He is a past Vice President and President of the Phoenix Industrial Recreation Council. He has also served on the NIRA Board of Directors and was the Association's 1972-73 President. RM

# You ought to know us by the companies we keep.



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TEXAS INSTRUMENTS  
INCORPORATED

The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,200 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

## National Industrial Recreation Association

*The Action Organization*

# How to Establish a Fee Structure for Your Employee Activities

by Ray Mendoza, CIRA and Gerald R. Starkey  
with Bob Barlow and Don Jones, CIRL  
Bob McCray and Jerry Moran

## DETERMINE FUNDING NEEDS

We approach the question of fee structures on the assumption that you already have some form of employee recreation program with several activities.

Your first step toward establishing an activity fee structure is to determine which activities can be self-sustaining and which will require subsidy. Recreation activities can be self-sustaining if they are able to generate sufficient income to support themselves without outside assistance. Depending on the particular activity, funds can come from the sale of activity-related products, instructional services or group entertainment. Activities of this sort include arts and crafts, drama and dance, and sailing and auto clubs. Members of such groups can sell the products of their hobbies, tickets to their performances or the benefit of their expertise. The money they earn, combined with membership dues, is sufficient to support their clubs and purchase the supplies and equipment necessary to sustain their activities.

Recreation activities of the subsidized category are those which cannot sell a product or service. Usually, their members compete to achieve excellence in a sport such as bowling, target rifle shooting or table tennis. Reasonable membership dues usually cannot pay for all supplies, equipment and trophies required. Also, if such

clubs are actively competing in community, Industrial Recreation Council (IRC) or NIRA tournaments, additional money must be raised for entry fees. These financial requirements are ideally filled, at least in part, by subsidies. For example, entry fees in yearly IRC-sponsored gun shoots may be paid entirely by the employee recreation association as a way of supporting the IRC.

## ESTABLISH FINANCIAL PLANS

The recreation program must operate on the basis of a carefully considered financial plan. Each activity club, whether self-sustaining or subsidized, must establish a financial plan that covers annual as well as multi-year considerations. The plan should identify the needs of the club and the goals it hopes to achieve. It should also make estimates of income through membership dues and fund raising projects. The club president should list the operating supplies and trophies required for the year. If equipment will require repair or replacement, estimates of these costs should be included in the financial plan. If the club plans to purchase items in quantity for resale to members at a discount, the plan must reflect the money needed to buy the merchandise and show any projected profit to be obtained from the sale. The financial plan for a sailing club, for example,

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**\*Watch for a full report on the 1977 Regional Conferences  
in the December/January issue of RM.**



may show the purchase of a boat in one year, with preventative maintenance costs on a yearly basis for five years, followed by the sale of the boat and the purchase of a new boat in the fifth year.

It is good financial sense as well as good human relations to solicit the input of activity club leaders when drawing up a financial plan. Even allowing for natural self-interest, an individual with detailed knowledge of a particular activity is in the best position to determine the proportion of subsidy necessary to support it.

On the basis of individual activity estimates, the recreation director should form a clear picture of overall subsidy needs. Requirements will vary widely from club to club. A bicycle club, for example, may determine that its subsidy requirements are very small. Since the club uses member-owned equipment and storage facilities, its only expenses may be the printing and distribution of activity announcements, as well as occasional patches or other club insignia. Membership dues could easily pay up to 95 percent of these costs and the company recreation organization could donate the remainder. This percentage may be reversed, however, for activities such as bowling. This popular sport requires facilities or user fees along with the usual expenses of team apparel, trophies and awards banquets, not to mention publicity costs.

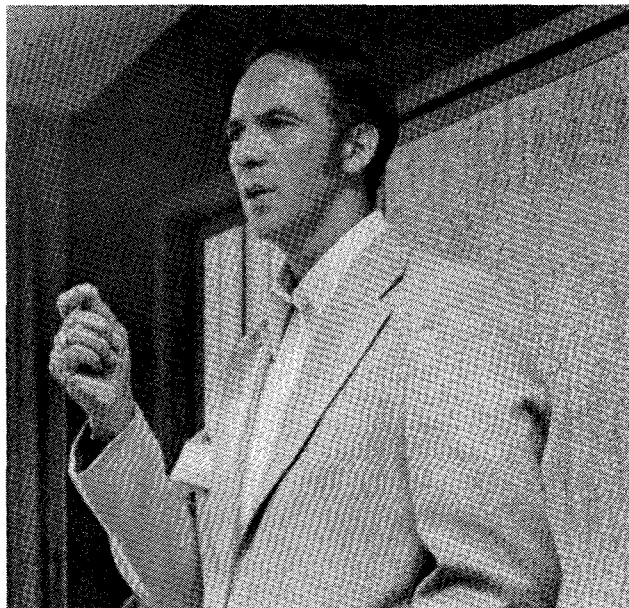
## SET EQUITABLE FEES

A review of all activity club plans will provide the basis for the overall recreation fee structure. If necessary, some activities may be converted to the self-sustaining category or be encouraged to find ways to operate successfully with reduced subsidies. Methods to achieve a reduction in subsidies could include:

- (1) Recruiting new members
- (2) Increasing membership dues
- (3) Conducting fund raising projects
- (4) Purchasing items for sale to club members or to employees at large

Do not be reluctant to consider charging modest membership dues for activity clubs. Many recreation directors have discovered that employees seem to appreciate a program more if they back it financially and/or support it with volunteer services.

Fund raising through merchandise resale must be handled very carefully, since it usually requires an initial expenditure before a profit can be generated. Also,



**"Determine which activities can be self-sustaining," emphasized Ray Mendoza, CIRA, a leader of the Oakland educational session on fee structures.**



**Panalist Don Jones, CIRA explained recreation fees at Doctors Hospital in San Diego. Panalists Bob Barlow (foreground) and Jerry Moran (partially hidden) offered similar insights from their companies.**

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**continued on following page**

# COLORADO



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## Yearly products and services listing

### 1978 Buyer's Guide and Services Directory

The December/January issue of RM will bring you our annual reference guide to the goods and services your employee club members need. Listings include sporting goods, discount tickets, merchandise for resale, travel services and much more. Many suppliers in the "Guide" offer valuable discounts to your employee group. Watch for it!

## Fee Structures continued

before a sale is made, potential buyers must be available and motivated to buy. It is a case of simple marketing: you must buy an item before you can sell it and you must generate a need for the item before it will sell.

A successful recreation program, whatever its size, operates like a successful business. The director must practice careful financial planning. He or she must consider realistic estimates of income and expenses.

A well-balanced fee structure, based on available resources, is central to sound financial management. Striking the proper balance may seem a complicated task at the outset, but its reward is a smoother, well-managed program in the long run.

### As you consider possible fee structures REMEMBER:

- (A) There are no magic formulas
- (B) What works for one company may not work for another
- (C) Available resources usually dictate the overall funding policy
- (D) Most importantly, an abundance of financial resources does not guarantee a successful program

\* \* \*

### As you design your fee structure CONSIDER:

- (A) Which activities can be self-sustaining
- (B) Which activities cannot function without some form of subsidy
- (C) What sources and amounts of revenue are available

The authors were members of the San Diego IRC. (Jerry Moran has since left.) Ray Mendoza, CIRA is Manager of Employee Services for General Dynamics Convair and works with Gerald Starkey who is Supervisor of Recreation. Bob Barlow is with the San Diego Parks and Recreation Department. Don Jones, CIRL handles recreation for Doctors Hospital while Bob McCray volunteers the same effort for the Coca-Cola Bottling Company.

RM

# Successful Programs Without Facilities

**For many employee activities programs  
success means doing without — creatively**

**with Joseph Smith, CIRA and Robert Mohr**

**E**mployee activities began without facilities — in the plant yard or the office lunchroom. Although increasing numbers of companies have wisely invested in recreation facilities for their employees, there are many NIRA members who conduct creative, rewarding programs without special facilities.

"That's us," said **Joseph Smith, CIRA** recently. "We can use the cafeteria sometimes, but that's about it." Smith is the professional recreation manager for the U.S. Naval shipbuilding and repair facility at Bremerton, Washington. Like many recreation administrators in his situation, Smith works outside the plant for his most successful programs.

The most popular program Smith administers takes advantage of the famous salmon fishing streams of the Pacific Northwest. His fishing contest draws well over 1,000 entries from a work force of 2,500 employees. It is an event as eagerly anticipated in Bremerton as the annual family picnic and Christmas party are at other sites.

Because he must work for the present without recreation facilities, Smith programs activities and services that can be administered from his own desk. Travel and amusement discounts are high on the list. Smith follows *Recreation Management* closely and checks with the NIRA office for any discount programs which might benefit his employees. His mimeographed "Recreation News" bulletin lists every new discount, recaps continuing programs and explains how employees can use each service.

Smith also publicizes every NIRA contest and tournament. He finds the nationally-administered contests offer several ready-made activities which both he and his employees appreciate.

"We structure everything off the NIRA tournaments and contests," said Smith.

Between NIRA tournaments and his own offerings, Smith schedules up to 30 activities each year. He sees his role as a "coordinator or counselor" rather than as the chief of recreation. Each skill area at the Brem-

erton works has its own recreation committee, with a chairman who works closely with Smith. Each committee operates according to its own set of by-laws. Smith keeps a loose rein on the potentially chaotic situation by supplying sample by-laws to encourage some uniformity and by personally coordinating the shipyard's total recreation effort.

Hobby clubs and sports leagues draw participants from throughout the Bremerton works. The lack of facilities presents a special challenge to volunteer organizers as well as Smith. Committees for most employee activities must meet outside shipyard property. To members of the golf league, that has meant negotiating for meeting space in the clubhouses at courses where they play. For an increasing number of special interest clubs a lack of meeting facilities at the plant has brought committee meetings into members'

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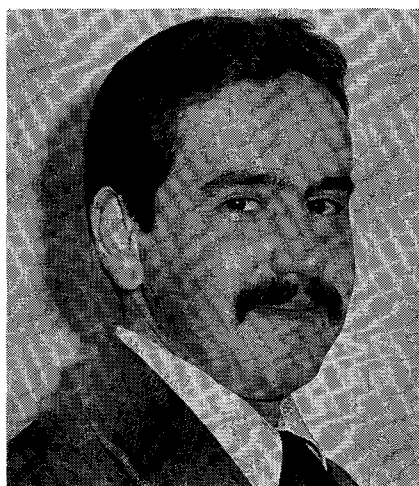
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## Successful Programs Without Facilities continued



**ABOVE:** Joe Smith shared programming ideas with NIRA Director Martha Byers, CIRA at the Region VII Conference & Exhibit last September.

**RIGHT:** Bob Mohr (lower left) posed with Montreal-bound employees last June.



**Bob Mohr**

homes. Often, business gatherings become social occasions with the host's duties rotating regularly among committee members.

Sports leagues must look to the community for playing facilities. Usually, they have been successful. Softball players use a municipal field. Swimming and tennis clubs patronize institutional or private facilities. Other sports leagues and hobby clubs find municipal and private facilities.

An important part of Smith's assistance to his employee groups is in finding the best, most affordable facilities.

"Cost is a definite deterrent to some programs," Smith admitted. He added, however, that recreation directors who are caught without facilities can make their programs work.

"Find out what's available," he advised. "Check whether early reservations will get you a discount."

Because cost will usually be a factor in determining how many activities a company can administer in rented or borrowed facilities, Smith also advises conservative financial planning.

"Guard against underestimating your costs," he advised. "Give yourself a cushion. Figure on a minimum turn-out. If you get a big crowd, fine. Excess funds can always be allocated to a future event."

The employees of Fischer and Porter Company do not let a lack of recreation facilities put a damper on their activities programs. Virtually every week of the year, they hit the road in pursuit of recreation. The Warminster, Pennsylvania manufacturer of pollution control equipment has found an innovative way to program a busy employee activities schedule without the benefit of specially designated facilities.

The 2,500 Fischer and Porter employees look to their separately incorporated Employees Recreational Activities Association (ERAA) to take them where the fun is. The Association, under the direction of elected volunteer President **Robert Mohr**, schedules a traveling activity almost every weekend of the year.

"As far as facilities go," Mohr told RM, "we take whatever we can get." That usually means sending ice skaters to a local rink, scheduling softball games on municipal fields and finding court time for the volleyball league at a local YMCA.

Company subsidies at Fischer and Porter cover half of sports program costs *only*. All other ERAA activities must be self-sustaining. The nominal ERAA membership assessment is just \$2.00 per year — unchanged

since 1952. Of its \$30,000 annual income, the Association earns one-half from raffles. Participants enjoy most other activities on a pay-as-you-go basis. A look at a typically busy activities schedule proves that they are willing to support a long and varied list of activities.

In November 1977, Fischer and Porter groups will travel to college and professional football games and fly to Nassau for a long weekend. In December, they will ride to New York City to see the Christmas show at Radio City and stay at home for the annual Children's Christmas party in Warminster. They will also see "Cabaret" at an area dinner/theatre. In January, employees and their families may choose from the Ice Follies, professional basketball, a ski week-end and a top-name live theatre event. The ERAA will not slow down in February when employee trips will include more professional basketball, a weekend in Boston, Saturday night wrestling and another ice show — this time the Ice Capades.

Transportation for most trips is arranged through one of two reliable bus companies. Admission tickets and accommodations are obtained at a discount for ERAA members.

Like his predecessors, Bob Mohr handles his leadership of the ERAA on a strictly volunteer basis. His full-time professional duties as a project engineer are officially unrelated to his work with the Association.

Although its current schedule of employee activities has met many recreation needs without in-house facilities, the ERAA hopes to find its own facility in the near future.

"We have some money set aside," said Mohr recently, "and now is the time to use it." The Association is currently shopping for a small building away from plant property which can serve both as a meeting and activity center and as an investment. Even after the ERAA has its own meeting facility, however, it will continue to operate its activities program on wheels. The ERAA's creative answer to a facilities problem has developed into a successful program which employees want to maintain.

RM

## "A BENEFIT TO US ALL"



**"The Fischer & Porter Employees' Recreational Activities Association (ERAA) plays an important role in continuing the close relationship among the employees and their families started by our founder, Kermit Fischer. It gives us a significant number of activities wherein all employees and their families can participate outside the workday stratification of management, nonunion and union. The organization operates independently and is well managed by persons who are not high level Company managers.**

**"The ERAA's activities cover a wide variety of interests. At all times throughout the year one can find numerous events taking place. Whether it be a ski club meeting, a softball league game, a Broadway show or trips to far away places, we find a high degree of participation by our people.**

**"The effects of these trips and activities are a benefit to us all. They are easily observed on the faces of the employees of F & P, in the form of less absenteeism, better morale among the work force, closer harmony among employees, as well as the physical fitness benefits.**

**"The ERAA is truly a morale builder. People who enjoy working together to produce a successful retirees' banquet or athletic program find it only natural to work together in producing product and customer service."**

**Jay Tolson**

President and Chairman of the Board  
Fischer & Porter Company

# IRC Travelmates

Tremendous buying power  
is opened to organizations that join  
Industrial Recreation Councils.

Here's how the San Diego IRC  
brings travel bargains to its members.

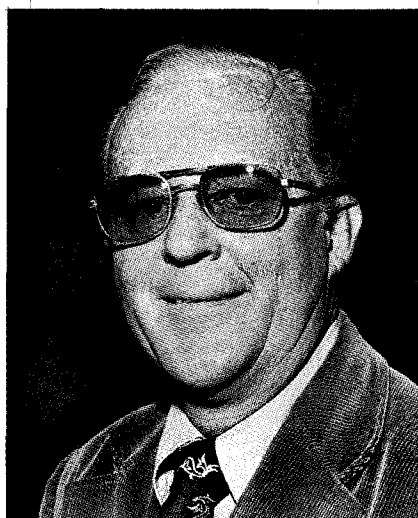
with James A. McKeon

**O**VER 300,000 employees in the San Diego, California area count on one activities association to screen group travel operators for them. Their association is the San Diego Industrial Recreation Council (SDIRC), the most recent Council to pledge full membership in NIRA. With a potential market of 300,000 employees and their families, the SDIRC finds suppliers lining up at its doors to apply for membership.

"They're after our roster — we know that," said SDIRC President James A. McKeon recently. "So we make sure they have something special to offer our members."

McKeon, who represents Cubic Corporation in the Council, explained to *RM* recently how the IRC uses volume buying power to find travel bargains for the employees of its member organizations.

In order to reach recreation directors in SDIRC organizations, suppliers join the Council as associate



Jim McKeon

members. Associate membership dues are \$25 per year, while the annual organization fee is only \$15. Those organizations with dual memberships; that is, those that sell recreation services and administer programs for their employees, pay

\$30 per year.

Before any supplier is asked to join the Council, he must undergo a thorough screening by the IRC executive board. The board is frank about seeking benefits for its members.

"We look for a deal of some kind," explained McKeon. "The supplier has to give our members something better than they could pick up on the street."

Suppliers of merchandise and tickets usually offer special discounts to IRC organizations. In the case of travel, however, the supplier usually is prohibited from lowering his rates.

"He can give us little extras, though," said McKeon. "For instance, he can add an extra side trip that he doesn't include for everyone."

The board is scrupulous about passing along all special deals to the member organizations.



"The first thing they ask, sometimes, is how many 'comps' we [the members of the executive board] want," said McKeon. "We make it clear that we don't want 'comps'. We're in this for the members."

Before a supplier meets the executive board, he must submit a standard membership application, his yearly dues and a letter of commitment, defining what he will offer to the IRC members. Only upon receipt of this information will the board schedule an interview.

If board members are satisfied after the interview that the prospective associate will offer a valuable and reliable benefit to IRC members, they will proceed with additional checks on the supplier. They call the local Chamber of Commerce and the Better Business Bureau for references. They may also contact other organizations with which the prospect has done business. If the reference check is favorable, the board will recommend that the supplier be accepted as an IRC associate member. The screening system has been highly reliable in selecting responsible associates.

"We have been burned only once," recalled McKeon. "One guy took off with our money. He's doing time now. In a case like that, we will reimburse our people."

Travel suppliers join the IRC to meet potential customers. The Council expects all members to contribute to the benefit of the group, however, and this applies continually to the associates.

"They [the associates] can't just pay their money and run off with our membership roster," said McKeon. "The roster changes constantly. All changes are distributed at the meetings. You must attend the meetings to keep current. If a supplier doesn't participate, his roster is no good within six months. I think this is why we have such a

high turnout: 180-195 people at every luncheon meeting."

In addition to demanding active associate participation, the IRC board also monitors each associate's performance throughout the year. It requires a yearly report from each associate and dual member, detailing what the supplier has done for IRC members in the past year and what benefits he plans to make available in the future. If the report does not show an associate's membership is beneficial to the other Council members, it may not be renewed. Of course, with the advantages of Council membership, few associates let their memberships lapse.

Most prospective associates come to the IRC already prepared to work with members. McKeon recalls only three suppliers who have been turned away because they offered no incentive for membership. After one such refusal, a disappointed prospect went to considerable lengths to pressure the board into changing its decision.

A travel supplier was interested in doing business as a Council associate, but refused to allow any special benefits to fellow members. The board declined his application. The irritated supplier complained to the

San Diego city council that the IRC had unfairly discriminated against him. The city council asked the IRC board to hear the supplier's presentation once again and reconsider his application. The board readily agreed. When the supplier repeated his original presentation, with no special consideration for IRC members, however, the board again declined his application. In talking again with the city council, IRC board members explained their position as volunteer officers, working to secure the benefits of association for their members. The unhappy supplier dropped his complaint.

IRC employee groups are glad to see qualified travel suppliers join their Council. For all members, and especially for those from small companies with volunteer recreation leaders, a supplier's talents can provide travel programming which they could never achieve individually.

Many travel associates develop exclusive travel packages for the

continued  
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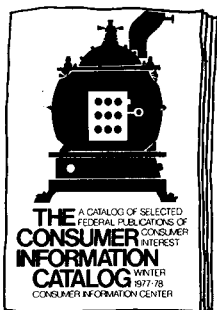


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## **IRC Travelmates continued**

IRC. The packages often include special services available only to IRC members. Employers who alone could not gather a significant group of employees for a special tour can take advantage of the best group travel options because they are members of the IRC.

Recreation directors are glad to have the burden of travel planning relieved by the research of the IRC board and the planning efforts of member suppliers.

"It's a problem, especially for our volunteers," said McKeon about travel programming. "It takes a lot of time to put together a good tour. And the boss can always come along and say, 'well baloney, I hired you to be a clerk, not a travel agent'. With these IRC packages, the volunteer doesn't have to do all the work himself."

In addition to arranging extended tours, associates assist the IRC with local tours and entertainment activities. The Council rotates tour assignments to give every travel associate a chance to develop a tour and show IRC organization members his services on a first-hand basis. The Council gives the operators only general guidelines.

Said McKeon, "We just say, 'O.K., Loyal Travel, we want a trip to East Bubblegum. You take it from there.'"

Of course, they can make a profit on it, but we like to see a good discount passed along to our members."

The IRC travel associates also work with Council associates who operate amusement parks and entertainment centers to provide special member services. Popular "IRC Days" at such member establishments as Knotts Berry Farm include transportation arrangements and entertainment at the amusement center. Employees from Council companies and their families benefit from discounts on transportation arranged through an IRC associate and enjoy a day of fun at substantial discounts at the park.

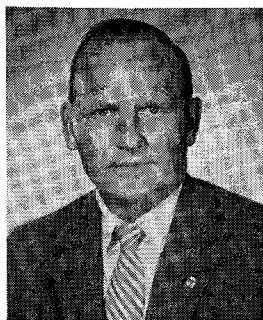
**Several Industrial Recreation Councils throughout the country work with local suppliers to bring volume buying power to the employees of their member organizations. San Diego's arrangement is among the most extensive and sophisticated. Jim McKeon and the officers of the San Diego IRC welcome questions from NIRA members about their Council. Contact McKeon at Cubic Corporation, 9233 Balboa Ave., San Diego, CA 92138 — Phone (714) 277-6780, ext. 338. RM**

## **THE NATIONAL EXPLOSION in IRC strength**

**Reports on Regional conferences  
for employee activities & services  
in Phoenix, Chicago and Columbus  
December/January RM**

**Watch for it**

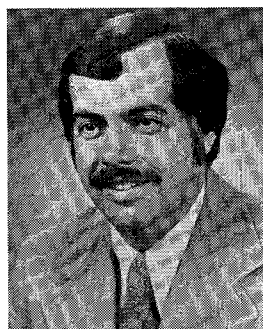
# meet your board



**Miles M. Carter, CIRA** continues his service on the NIRA Board of Directors, beginning with a new two-year term as Director from Region IV. Carter was elected at the May 1977 Conference when his one-year appointed term as NIRA Secretary expired.

Carter has worked for McLean Trucking Company in Winston-Salem, North Carolina for twenty-five years. His fulltime responsibilities in the company's personnel operation include its recreation program.

Carter is a former professional ball player, in both baseball and basketball, and a former professional umpire with the North Carolina State Baseball League. He has won the Outstanding Achievement Award of the North Carolina Recreation and Park Association and a Certificate of Appreciation from North Carolina State College. Carter was 1974-75 NIRA President.



**Kirt T. "Terry" Compton, CIRA** is also a familiar face on the NIRA Board of Directors. His constituents in Region I elected him Junior Director last May. He will serve until the May 1979 Conference. Compton is Executive Secretary of the Kodak Park Activities Association of Eastman Kodak in Rochester, New York. The employee activities program he heads won the 1977 NIRA/Citizens Savings Award for overall excellence in companies with over 10,000 employees at one site. He

began at Eastman Kodak in 1968 as Recreation Assistant at the Kodak Park Facility. He has headed the operation since 1972.

An experienced member of the Board of Directors, Compton has served on several committees. He has also been Vice Chairman of Regional Management and Program Chairman of the 1976 NIRA Conference and Exhibit. He serves on the advisory board for the recreation degree curriculum at Monroe County Community College.

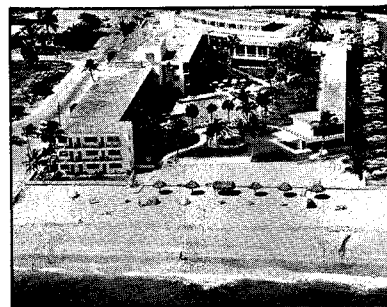


**George Grigor, CIRA** heads recreation for Kodak Canada, Ltd. in Toronto, Ontario. He became a Senior Director last May and will serve on the Board until May 1978.

A scientist by education Grigor holds a B.S. in Industrial Chemistry. Even so, much of his energy, on the job and in his leisure hours, has been spent in athletic and recreational pursuits. He played professional hockey for the Chicago Black Hawks and the Baltimore Orioles U.A. Amateur Hockey Championship team. He has also been Secretary/Assistant for the professional Hockey Players Athletic Association. His municipal and industrial recreation involvement spans the last twenty-five years. **RM**

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# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

\* \* \*

**Region VII** will hold its annual Conference and Exhibit, September 28-October 1, 1978 in Universal City, California. Contact Bill Ranney — (213) 764-0025.

**37th Annual NIRA Conference and Exhibit** will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM

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## Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. The book covers such basics as building membership, motivating people, developing communications, conducting meetings, financing programs, handling public relations, understanding government regulations, and more. Hard-cover. 437 pages. \$15 for NIRA members, \$20 for non-members.

## ☐ Recreation Management Magazine

Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication of its kind in U.S., **RM** features program ideas, educational material and articles detailing social, athletic, cultural, and service programs in business, industry and government. Published 10 times per year.

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# National Industrial Recreation Association

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Everything you need to know: organizing, publicity; 4- to 36-team leagues, eliminations, and finals. 36 pages. \$4.00

### ☐ **Industrial Recreation Bibliography**

An annotated bibliography of industrial recreation materials by Robert W. Schoott and Douglas M. Crapo, Ph.D. over 470 entries, categorized by subject. \$3.00.

### ☐ **Standard Sports Areas**

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### ☐ **Who's Who in Business, Industry and Government Employee Recreation**

This is the only directory of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). Each employee recreation specialist is listed with notes on his/her education and accomplishments. 46 pages. \$7.50

### ☐ **Top Management Speaks**

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# SERVICES & ACTIVITIES

## Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

**RECREATION MANAGEMENT** — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

**Consultation Service** — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

**National and Regional Contests** — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

**Membership Directory** — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

**Awards** — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

**Conferences & Workshops** — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

**Certification Program** — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

**Merchandise Discounts** — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

**Intern program.** Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

## Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

**Associate** — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

**Industrial Recreation Council** — Open to areas having organized councils or associations comprised of business, industry or government.

**Allied** — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

**College/University** — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

**Student** — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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**"Boffo"**

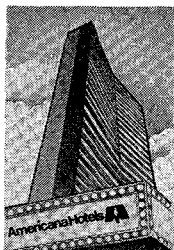
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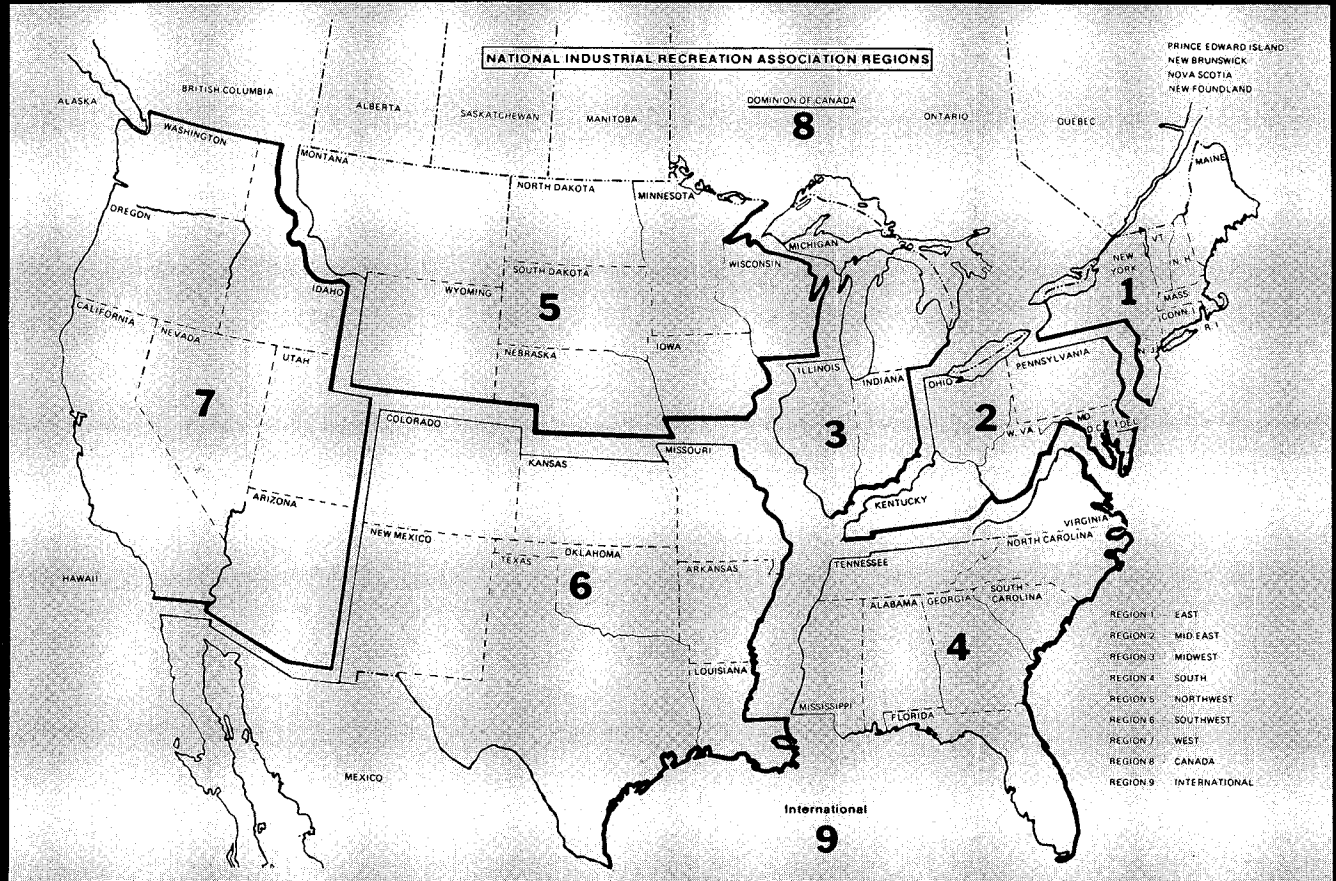
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**IN THIS ISSUE:**

1978 Buyer's Guide  
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Improved NIRA Film Program  
Annual Report to the Members  
Report: Fall Board Meeting  
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1977 RM Index

# recreation management



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# recreation management

Volume 20, Number 10

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Published monthly, except combined issues in December-January and May-June, by the National Industrial Recreation Association, 20 N. Wacker Drive, Chicago 60606. (312) 346-7575. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. Subscription rates are \$5 annually or 50¢ per issue. Views expressed by contributors do not necessarily reflect the opinion of the association.  
Controlled circulation postage paid at New Richmond, Wisconsin 54017.  
POSTMASTER: send form 3579 to 20 N. Wacker Drive, Chicago 60606.

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## about the cover



The big story for NIRA in 1978 began in the latter half of 1977. Employee recreation groups, following the well-established example of Western Region VII, began to strengthen their local organizations. New Industrial Recreation Councils were formed and other Councils joined NIRA with full Association membership. Regions II and III set new precedents by holding regional conferences last Fall. *RM* reports on these grass-roots efforts for local participation and takes a look at the benefits they will bring to Association members in the coming year.

The 1978 NIRA Buyer's Guide and Services Directory, included in this issue, lists nearly 150 suppliers of goods and services for your employee program. Read it carefully, request additional information by use of the Reader Service Card, and retain this issue for reference in 1978.

Next month: Management

*Now Travel Planners Have an Unsurpassed Choice!*

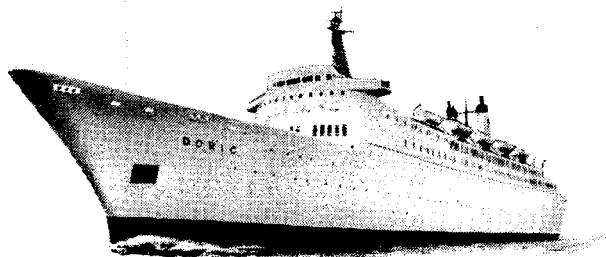
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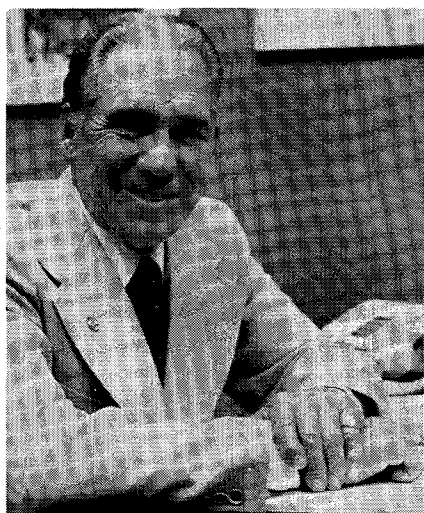
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# The NIRA President would like a word with you . . .

## . . . about professionalism



**Fritz J. Merrell, CIRA  
Olin Corporation  
NIRA President**

There are too many people who think our business is just fun and games. Unfortunately, some of them are among our own colleagues. Often, they are sincere but short-sighted recreation leaders who see no greater purpose to their efforts beyond this season's basketball tournament or next summer's family picnic. They are selling their own work short. As employee services comes of age, the field requires from its leaders a new farsighted professionalism.

Professionalism is an attitude. It does not require a specific title or even a fulltime paid job in employee services. Whether in a voluntary capacity or a paid position, however, professionalism implies high standards in both attitude and conduct:

**PRIDE:** Remember that your employee services work is important.

We are responsible for an essential service to management and to employees. We help business, industry and government to be more productive and we make employees' lives, both on and off the job, more pleasant and fulfilling.

**PURPOSE:** Know why your work is necessary. Look beyond each specific activity you administer to see the total employee services picture. Keep in mind that you work toward an end — a more pleasant, productive work environment. Your means to that end is your varied program of activities and services. No single activity is as important as the combined effect.

**DIRECTION:** Know where you and your program are going. Plan ahead and set goals: increased employee involvement, improved communication between management and workers, increased family support for the employees or whatever is appropriate to your situation. Promote a real sense of achievement by monitoring your progress toward your goals.

**EXPERTISE:** Develop yourself as a valuable resource. Whether you entered the field as an academically trained professional or gained all your knowledge from experience, you are a storehouse of specialized knowledge. Increase your value by keeping current in the field. Learn all you can from NIRA publications and the general media. Join or start an Industrial Recreation Council in your area. Take extra courses in recreation, management, personnel, accounting, communications or any

other discipline which can help you be a better recreation administrator. Attend NIRA regional and national conferences both for the professional education programs and the chance to exchange ideas with other professionals. Investigate the NIRA program for Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's).

**FLEXIBILITY:** Be willing to try new approaches. The old tried and true can become the same old thing unless you continually review your programs in light of your employer's and participants' needs. Have confidence in your own expertise, but keep it fresh with a continual influx of new ideas.

**AMBITION:** Channel your will to succeed into positive efforts for your programs. Remember that you must often relinquish personal recognition for the success of the program. Its success benefits the participants, your employer and you as a professional.

Be ambitious for your profession, too. Encourage professionalism in your staff, volunteers and colleagues. If you have stayed on the sidelines of your national organization until now, get more involved in NIRA locally and nationally.

The professionalism of each of us enhances the entire field and helps make management aware of our value and legitimacy.

A handwritten signature of Fritz J. Merrell in cursive script.

# news in brief

## Dispute bowling's low-brow image

Bowlers are wealthier and better educated than their stereotyped image, according to the National Bowling Council (NBC). The Council released figures recently to support its contention.

Figures compiled for the NBC by the Target Group Index (TGI) of New York present a youthful image of the typical American bowler. Results show that the majority of American bowlers are between 17 and 34 years of age. Overall, bowlers have a median income of \$16,000 per year. TGI says that 32% of all adult bowlers earn over \$20,000 annually, compared with 27.6% of the total U.S. population earning yearly wages above that mark.

Also, according to the TGI, the largest group of bowlers works in "professional/managerial" positions. The second largest group is clerical and sales workers. Bowlers exceed national educational averages, according to the study results. Thirty-nine per cent of them attended college. A slightly larger number are high school graduates.

The National Bowling Council is a non-profit organization representing all phases of bowling.

## Moonlighting on rise among U.S. workers

Millions of Americans would rather work than play. They are not necessarily "workaholics". Many, in fact, are simply men and women

who say they must hold down more than one job just to meet regular household expenses.

The most recent U.S. Department of Labor statistics on moonlighting (from May 1977) indicate that 4.6 million Americans hold two or more jobs. The record high figure increased 600,000 over the previous May. More than half of the moonlighters held two wage and salary positions in manufacturing, construction and other non-farm industries. Another 920,000 held at least one job in agriculture — usually with the non-farm job as their primary employment.

Overall, moonlighters represent only 5% of all employed Americans; but their ranks are steadily increasing. Although most second job holders are men, there has been a sharp increase recently in the rate among women. Female workers now make up one quarter of all moonlighters.

Reasons for taking second — and even third — jobs vary, according to the figures. One-third of multiple job holders reported that they held extra jobs to meet regular expenses. Over half of black workers in the group cited this reason. Among white workers, fully one-fifth said they moonlight because they enjoy their extra jobs. Far fewer black workers cited this reason.

## Labor unions losing strength, support

Labor union membership rolls shrank by 600,000 workers between 1974 and 1976, according to U.S. Department of Labor statistics released this fall. In the first drop since 1968, total U.S. union membership declined to 21 million.

\* \* \*

A recent public opinion study showed that more people tend to side with management than with unions. A recent Roper poll, reported in the *Wall Street Journal*, tested public opinion about unions. It surveyed reactions as soon as a major strike breaks out — before details are known. According to the Roper results, 32% of the American public tends to side with management. A

slightly smaller group — 28% — favors labor. Apparently, a substantial proportion of the public has no strong feelings in either direction.

As might be expected, the pro-management group is more likely to include Republicans, the wealthy, Midwesterners and Protestants. Union members, blacks, Catholics and city dwellers lean more heavily toward the union cause.

In a second poll, 47% of Americans surveyed said they believe that, without unions, the U.S. would have a standard of living like that in "underdeveloped lands". Even so, 56% of the same group believes that "many union leaders are crooked". A majority also blames union demands for aggravating inflation. Interestingly, half of the union members surveyed agreed that union demands have fueled inflation and that their organization leaders are crooked.

## CAB eases rules for charter flights

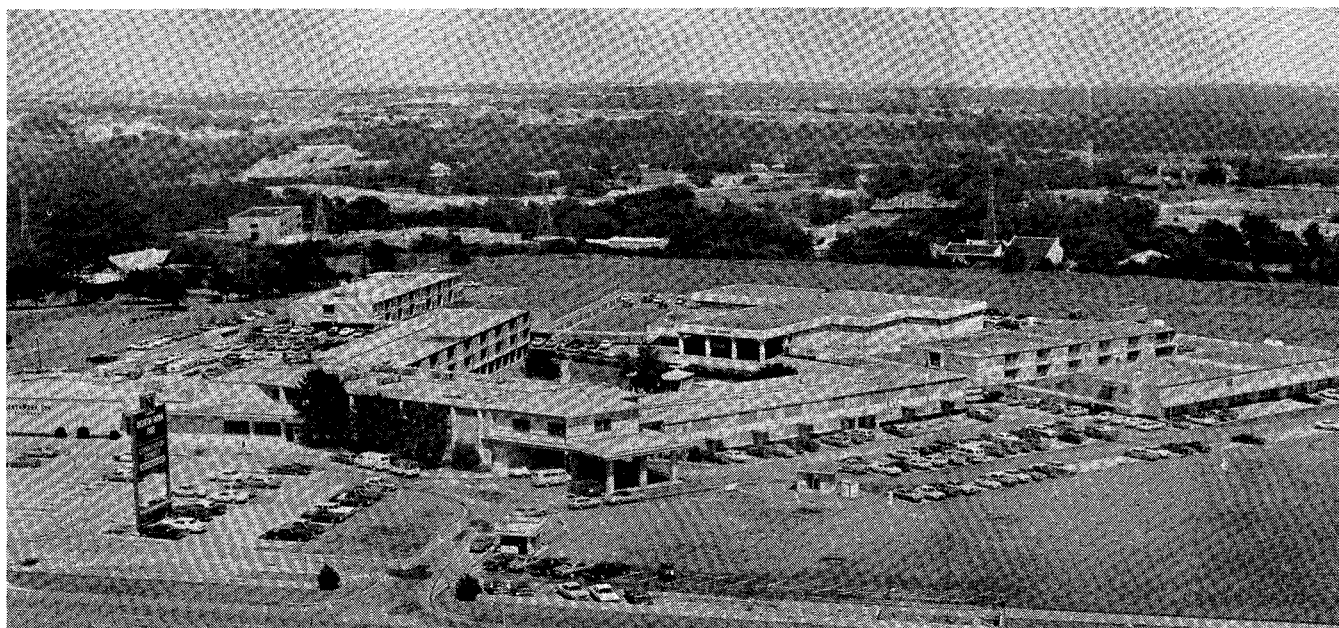
Liberalized rules affecting charter flights will come as good news to group travel planners. The Civil Aeronautics Board (CAB) has eased restrictions to help charter airlines compete with scheduled airlines' new low-fare plans.

In November, the CAB lifted the 15-day advanced purchase requirement for One-Stop Tour Charters (OTC's). Under OTC arrangements, passengers are required to purchase a minimum of ground services with their tour packages. The flexible tours, which replaced the more restrictive affinity group packages in many employee group travel programs, will be even easier for individual travelers to use.

Group travel planners should watch for more changes in charter regulations as the CAB continues to assist charter airlines. The Board has also proposed reducing the advanced booking requirement for Advanced-Booking Charters (ABC's) from the current 30 to 45 days to a mere 15. Future changes could permit greater flexibility in scheduling by allowing outbound travel with one group and return travel with another, on both ABC's and OTC's. RM

# NIRA Moves West

## New Educational Approach for May Conference in Dallas



**The Dallas-Ft. Worth Metroplex Recreation Council (MRC) will host the 1978 NIRA Conference and Exhibit. Delegates will enjoy the comfortable accommodations and convenient conference facilities at the NorthPark Inn.**

A record number of delegates is expected to attend the 37th Annual NIRA Conference and Exhibit next Spring in Dallas, Texas. Slated for May 18-23, 1978, at the NorthPark Inn, the meeting will offer more hours of professional education than any previous NIRA Conference. Many of the additional activities planned for the six-day period will familiarize recreation directors with western entertainment centers that offer special discounts to NIRA-member employees.

Immediate Past President **Roy L. McClure, CIRA** (Lockheed-Georgia Co.) is Conference Chairman. President-Elect **Richard M. Brown, CIRA** (Texas Instruments' Inc.) is Program Chairman.

The 1978 Conference program offers a new approach to the educational needs of members from a wide variety of organizational backgrounds. Sessions will be balanced among the interests of three basic groups of

NIRA members: (1) volunteer recreation leaders, (2) administrators of moderately-sized programs, and (3) managers of large recreation departments. Sessions addressing the interests of each group will often run concurrently. This should reduce scheduling conflicts for a majority of delegates and make it easier for all of them to attend sessions that can help them in their daily work. General sessions and topical workshops are also planned which will interest all delegates.

Exhibits by suppliers of recreational goods and services will be conveniently located near the educational rooms at the NorthPark. Delegates will have several opportunities to meet suppliers informally and learn about programs which can benefit their employee groups.

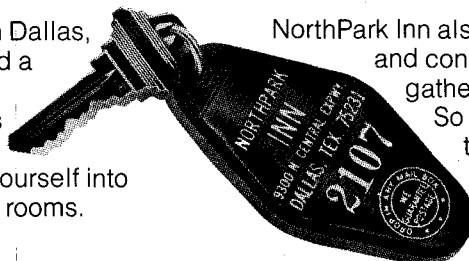
Delegate's budget information has been sent to NIRA members. Additional reports and registration materials will follow in *RM* and by special mailings. **RM**



# Name three places where you can dine like a king, sleep like a baby, work like a Trojan and play to your heart's content!

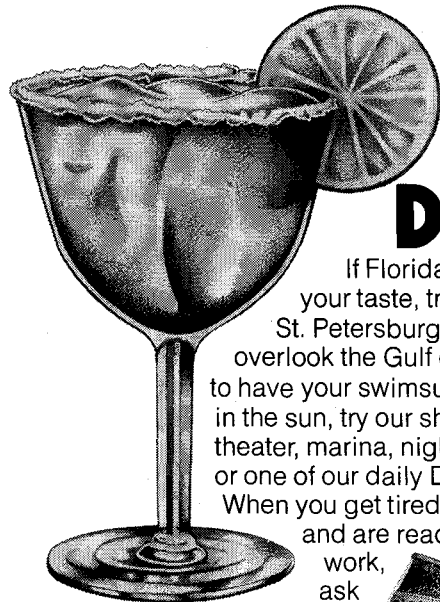
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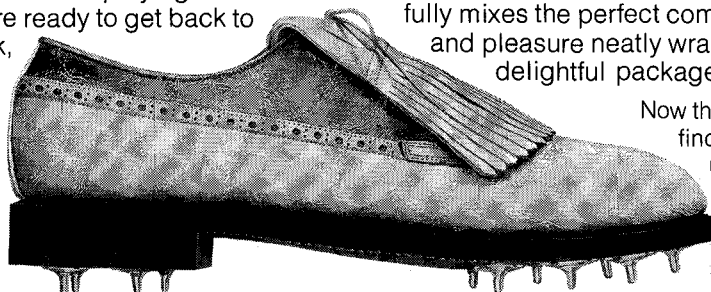
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# NIRA Film Program Adds New Member Benefits in Transfer to Swank

NIRA President **Fritz J. Merrell, CIRA** has announced major improvements in the Association's official film program. The program will continue to offer popular motion pictures for rental to employee groups. Under a new agreement, however, NIRA members will benefit from lower rates and easier administration.

Warner Bros., Inc. has sold its non-theatrical division to Swank Motion Pictures, Inc., a NIRA Associate member. The Warner division included the NIRA/Warner Bros. Film Gallery of feature motion pictures. Swank began to incorporate Film Gallery movies into its list of rental offerings in the Fall of 1977. The complete transition will be effective January 1, 1978. Warner Bros. will discontinue its non-theatrical division at that time.

On October 11, 1977, NIRA Executive Director **Patrick Stinson** met with Ray Swank, President of Swank Motion Pictures and Robert Burriss, National Sales Manager for Warner Bros., to discuss the transition. The new NIRA/Swank Film Program evolved from that meeting. The agreement assures unaltered and continuous service to NIRA members who are working with Warner Bros. when the transfer to Swank takes place as well as other members who had planned to initiate a film activity with the former Warner program. In fact, NIRA feels that the transition to Swank has improved our official film program in several ways:

- (1) The Swank program will generally be less expensive to our members than the Warner Bros. program was.
- (2) It will be simpler to administer.
- (3) The former per-participant cost has been eliminated.
- (4) NIRA members will receive a 10% discount on all except Disney films. This special member discount will be in addition to Swank's already discounted recreation club rates, with a minimum of five film orders per year.
- (5) Swank offers approximately 400 titles from which to choose, as opposed to the 100 films Warner Bros. had offered. Swank's 400 include all 100 Warner Bros. Film Gallery titles.
- (6) Swank will maintain NIRA Associate membership, will exhibit at our National Conference and Exhibit and will advertise regularly in *Recreation Management*.

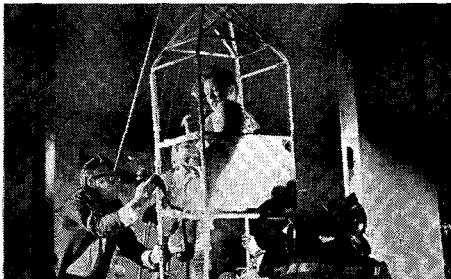



NIRA supports this arrangement wholeheartedly because it benefits all our members. We have entered into this new agreement with Swank with enthusiasm and with the advantage of two year's experience with feature film programming.

For more information about the NIRA/Swank Film Program, talk with the NIRA office or contact Jim Saia, Swank Motion Pictures, Inc., 201 S. Jefferson Avenue, St. Louis, Mo 63166 — Phone 314/534-6300.

# Warner Brothers Film Gallery And Swank Motion Pictures, Inc. Are Proud To Announce:

Swank Motion Pictures, Inc. has been selected by Warner Brothers to provide distribution services for the Warner Brothers Film Gallery and by NIRA to continue the Warner Brothers/NIRA Film Project.

## This Means To All NIRA Members...

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# Annual Report to the Members

by Patrick B. Stinson  
NIRA Executive Director

## 1977 in Review

The past year brought more than the usual number of changes and improvements to NIRA. At year-end, we can cite important alterations in our administrative staff and exciting gains in our member strength among other significant changes.

## Staff Reorganization

May 1977 marked the start of some major staff changes at NIRA headquarters. The Board of Directors named me Executive Director at the national Conference and Exhibit. **Michael Brown, CIRA** joined the staff in June as Assistant Executive Director.

The practical personal experience of the staff now represents a valuable asset to the Association. During more than three years with NIRA, I have had the opportunity to meet many of you personally and work in virtually every administrative phase of the Association. Brown brought to us four years' experience as Activities Coordinator for R.R. Donnelley and Sons, a NIRA member. *Recreation Management* Editor **Mary Morris**, now in her third year with us, came to NIRA with employee publications experience from another member company, Bankers Life & Casualty Company. **Kimberly Siska** and **Jana Burdick** each have two years' experience in organizing and servicing NIRA Conference and Exhibits.

This combination of experience at national headquarters enables the staff to understand and serve the needs of NIRA members. It helps us bring you important and relevant services to assist and promote employee recreation programs.

## Regional Management

Regional meetings began to blossom in 1977. Members in **Region VII** held their annual meeting September 8-11 in Phoenix. True to its tradition, the western event was a huge success in meeting the needs of our members in California, Oregon, Washington, Nevada, Idaho, Utah and Arizona.

Through discussions and planning among Midwestern delegates to the national Conference, regional meetings evolved in Regions II and III in 1977. On September 30, **Region III** held a one-day seminar at Flick-Reedy Corporation in Bensenville, Illinois. Delegates from Michigan, Indiana and Illinois found it very informative. **Region II** members, presenting their first regional meeting in thirty years, held a three-day Conference and Exhibit, October 21-23, in Columbus, Ohio. There, too the educational programs and impressive attendance contributed to a successful effort. Region II includes Ohio, Kentucky, West Virginia, Pennsylvania, Maryland, Delaware and Washington, D.C. Regions II and III now look forward to calling their conferences annual events. Several other regions are working toward bringing conferences to their own areas.

## Recreation Management

Several new items appeared in the NIRA Magazine during 1977 and have proven popular with readers. The "Ideas Clinic", "NIRA Calendar" and the President's message have all added to the role *Recreation Management* plays as a service to NIRA members. A mid-year shift in our publishing schedule enabled us to bring the Magazine to members earlier in the month.

## National Conference—Orlando

The very successful 1977 Conference was highlighted by educational sessions on liability, physical fitness, programming ideas and travel options as well as workshops. The entire delegation enjoyed such special events as familiarization tours of Sea World, Disney World, Stars Hall of Fame and Circus World. The Conference reached its climax as 1976-77 NIRA President **Roy McClure, CIRA** (Lockheed-Georgia Co.) turned over the gavel to his successor, **Fritz J. Merrell, CIRA** (Olin Corp.). Member voters chose **Richard M. Brown, CIRA** (Texas Instruments, Inc.) as President-Elect. He will take office as 1978-79 President next May.

We published a full report of the Conference in the August 1977 issue of *Recreation Management*.

## Membership

As we close the year, NIRA represents approximately 1,800 members. As predicted in last year's "Report to the Members", Industrial Recreation Councils (IRC's) have represented our strongest growth in 1977. The Oakland (California) Industrial Recreation Association and the San Diego Industrial Recreation Council became full NIRA membership Councils. In addition, NIRA welcomed the birth of new IRC's in Chicago and Houston. Single organization memberships have shown a substantial increase as well. This is the result, in part, of NIRA's exhibiting at the national conference of the American Society of Personnel Administrators last June in St. Louis. Overall, 1977 represented another step for NIRA toward our tremendous membership potential.

## Tournaments and Services

**Jack Frain, CIRA**, our Vice President of Tournaments and Services, reported a successful year for his area in the November issue of *RM*. Our Fishing Tournament and Photo Contest showed increased participation over 1976. Our other national tournaments—Trapshooting, Rifle-Pistol, Golf, Bowling and Bridge—also had a successful year. The Tournaments and Services Committee and the full NIRA Board of Directors are constantly working to improve all of our contests.

In April, NIRA published the first directory of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). Entitled *Whos' Who in Business, Industry and Government Employee Recreation*, the book is available from the NIRA office.

**Melvin C. Byers, CIRA** continued his excellent contribution as the NIRA Consultant in 1977, while the NIRA office helped answer many questions and calls for assistance from members.

## 1978: Looking Ahead

Our unprecedented spurt of new energy at the regional level last fall gave NIRA a running start into the new year.

Membership growth will continue to be our primary objective in 1978. Through our regional conferences and the promotion of Industrial Recreation Councils, NIRA is realizing excellent opportunities to meet new prospective members. There are still many cities whose potential for strong, active Councils we intend to develop. Already, members in Omaha, Nebraska; Minneapolis, Minnesota; Tucson, Arizona; Raleigh, North Carolina and Indianapolis, Indiana have expressed interest in starting local Councils.

Under the auspices of the NIRA-affiliated National Industrial Recreation Research and Education Foundation, a unique college textbook on employee recreation is due to be completed in 1978. We hope to see the text used in business as well as recreation curricula. It will provide the first academic source on employee recreation and services programs available in more than 20 years. In addition to helping educate future recreation administrators, it will give NIRA and its goals some excellent exposure.

The new year will bring NIRA members together for the finest national Conference in the Association's history. Plan now to be at the NorthPark Inn in Dallas, Texas, May 18-23 for the 37th Annual NIRA Conference and Exhibit. It promises to bring delegates more educational sessions than any previous NIRA Conference, along with NIRA member facility tours and a physical fitness institute day.

In 1978, NIRA will continue to improve and expand its services to make them more meaningful to its members. Our most important service, one that is seldom listed anywhere, is the professional communication opportunities for all members. When members have a problem or need information about any aspect of employee recreation, they can find help simply by writing or calling the NIRA office. If someone on the staff cannot provide the assistance members need on the spot, we can put them in touch with someone who can. It is a challenge for the staff, but we haven't been stumped yet. It is that kind of person-to-person service that we want to perpetuate in the years to come.

RM

### NIRA Moves West

**37th Annual Conference & Exhibit**  
**May 18-23, 1978**  
**Dallas, Texas**

# The President of Battelle supports employee recreation

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THAT RECREATION  
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AND RICHER FOR  
ALL OF US

**Sherwood L. Fawcett**  
*President*  
*Battelle Memorial Institute*



**R**ECREATIONAL activities have been an invaluable asset of Battelle Memorial Institute from its earliest days. The work of a research and development organization such as Battelle calls for an intense and demanding creative effort, and our staff and management, from the outset, have recognized the need for recreation activities for physical fitness, relaxation, and personal expression.

"Staff members have taken the initiative in establishing recreational activities, but the Institute has consistently lent its support, recognizing that the facilities and administrative services it provides are a valuable investment in the health and happiness of staff members and their families.

"In an organization peopled heavily with scientists and engineers selected for their creativity, individual initiative has led to a wide range of recreation activities. To name just a few, these in-

clude intramural sports, chess, model railroading, astronomy, and various musical groups. Recreational activities vary from one Battelle research center to another, as do the social events, but wherever Battelle people are — in the United States or Europe — there is ample opportunity for recreation for staff members and their families. It is a tradition that developed in our original laboratories in Columbus, and one that we have carefully nurtured at each new facility we have established over the years.

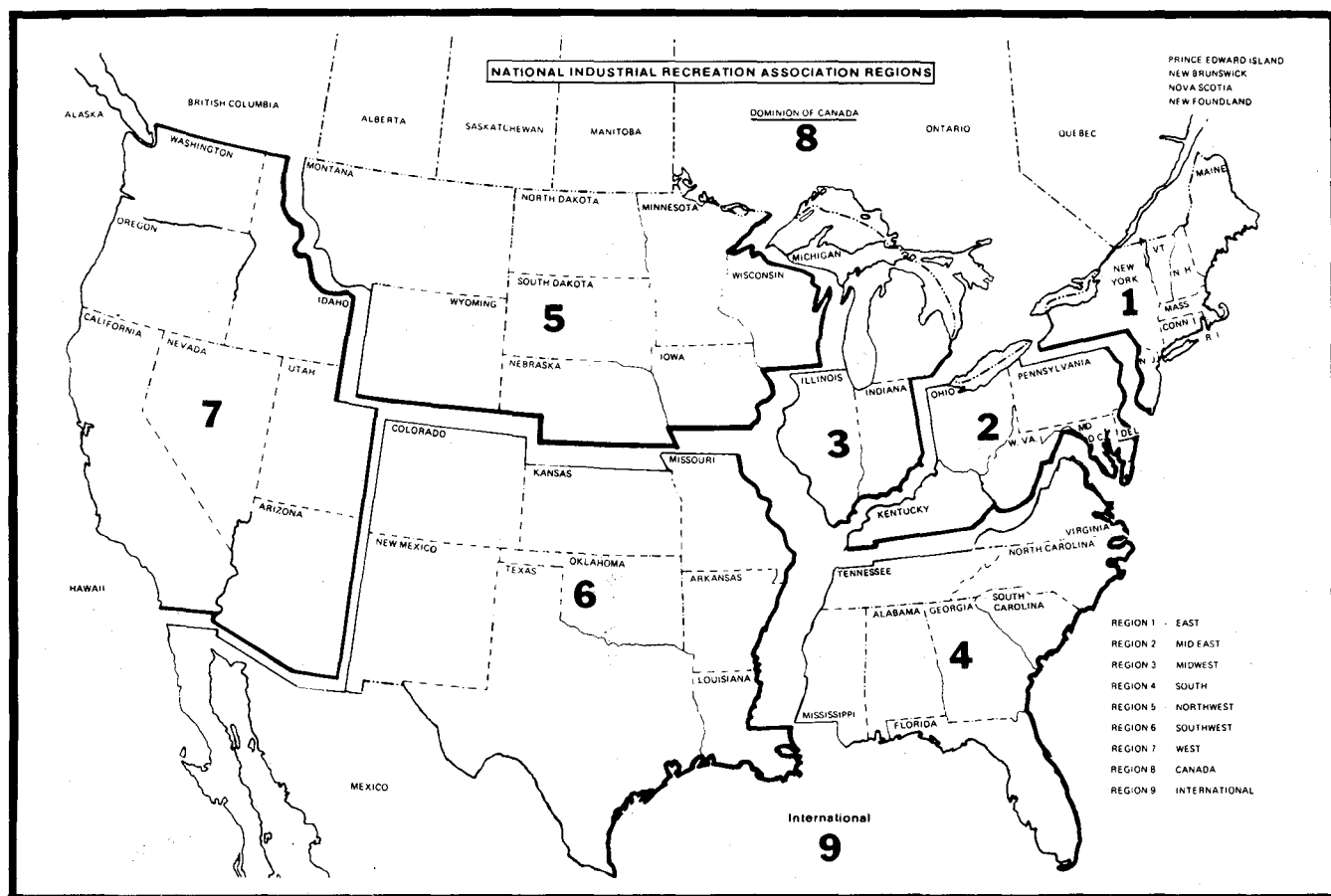
"We believe that a well developed program of recreational activities enhances the creative environment we seek, leads to better working relationships, and stimulates the exchange of ideas — a particularly important element in interdisciplinary research. But much more important, we are convinced that recreation makes life happier and richer for all of us."

---

From *Top Management Speaks*

Check the publications order form card at the back of this issue





# Regional Management Comes of Age

Until very recently, most of NIRA's members have relied almost exclusively upon Industrial Recreation Councils (IRC's) or the national organization for their member services and professional contacts. Within the space of just a few weeks last Fall, however, the growing interest in regional management brought fourth three regional conferences. In addition to the established annual Region VII Conference and Exhibit, two Mid-western meetings took place.

In Region III, a day-long seminar drew many delegates who had never experienced a NIRA Conference of any kind. The host IRC, the Chicago Association for Recreation and Employee Services (CARES), was less than two years old when it took on the task. In Region II, organizers presented a three-day Conference and Exhibit in Columbus, Ohio. Many delegates to that meeting, too, were attending their first major NIRA function. The events proved to their organizers and to national leaders that regional management has the interest and

support of our members.

Regional conferences like those held last Fall span the distance between single organization members (in local IRC's, where Councils are active) and the national Association. They offer a chance, in addition to the national conference, for recreation directors to meet and exchange ideas. They provide the opportunity for members to meet neighboring members who share similar problems and can benefit from common programs. The meetings can also provide a personalized introduction for NIRA members who, due to scheduling or budgetary restrictions, cannot always attend the national Conference and Exhibit.

This issue of *RM* reports very generally on the new surge of regional activity. Many of the educational sessions presented to the regional Conferences will be adapted as feature articles for future issues of the Magazine.

# REGION VII

## The Western Tradition

It was 110°F on opening day of the Region VII Conference and Exhibit in Phoenix and even the natives admitted it was a bit warm. The heat regardless, the Conference, under the direction of Chairperson **Mary Smith** (Safeway) was off to a brisk start.

Delegates checked into the Camelback Inn in Scottsdale on Thursday, September 8. At the opening "Fiesta" dinner/dance that evening, Phoenix Mayor Margaret Hance welcomed western delegates and several NIRA Directors from across the nation to the Phoenix area. An experienced parks and recreation planner herself, the Mayor praised NIRA's purpose and goals.

The first full day of the Conference opened with enthusiasm when motivational speaker Gordon Relyea challenged delegates to use the power of their own minds.

"The computer isn't amazing at all, compared with the human mind," he told the group. "Decide on what you want; organize toward that goal and things will fall into place for you. You can do it."

"You are not just recreation *administrators*," continued Relyea. "You are recreation *managers*. An administrator works within policies and rules established by someone else. A *manager* makes things happen."

Learning how to make things happen on a practical level was a recurring theme of the Region VII Conference. Among the basic information sessions scheduled was a class on establishing and maintaining an association's non-profit tax status. Internal Revenue Service agent Carl Corsi stressed that the IRS is interested in providing information to potential non-profit organizations before they find themselves in an embarrassing situation with the tax collector.

In another session, a panel of recreation directors from four Region VII companies contributed to a discussion of how to recruit and train recreation volunteers. Another vital topic for modern recreation directors, employee fitness, drew an audience to a session by Glenn M. Friedman, M.D. Friedman provided a general description of cardiovascular disease and how to combat it with fitness training.

Federal legislation came under strong attack in a carefully researched presentation by **Carole Allen**, CIRA civilian services manager of the North Island Naval Air Station in San Diego. The recently enacted Raldolph-Shepard Act, explained Allen, is already responsible for tremendous losses of support for recreation programs on military bases and other federally owned installations. The Act, ostensibly designed to provide employment for the handicapped, has taken vending income away from employee recreation programs by granting restricted licenses to blind vendors. Without vending income, Allen reported, many recreation programs on federal property have suffered drastic cutbacks in fund-



The western mood is casual. Conference Chairperson Mary Smith disposed of President Merrell's tie.

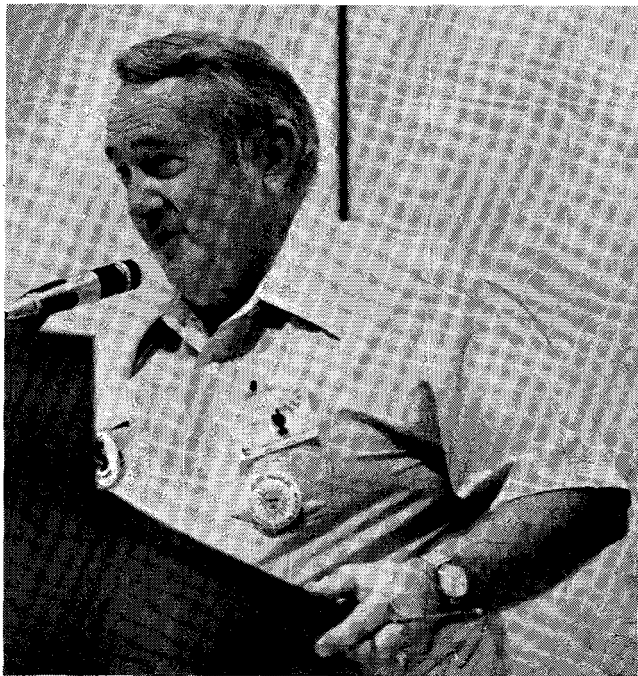
ing. Allen, along with **Victor Trujillo** of the Naval Air Station at Alameda, California, urged NIRA members to learn about the Act and to pressure legislators to repeal it.

NIRA Executive Director **Patrick Stinson**, on hand for the entire Conference, addressed a session on management techniques. With a practical, common-sense approach, Stinson told recreation directors to set goals and work toward them within the framework of a carefully developed plan.

Tips on planning effective group travel programs came straight from the professionals in another session. A travel wholesaler, a tour broker and a travel agent collaborated to provide a balanced package of travel planning information. Another how-to session gave advice on publicity techniques.

For one of the most carefully researched sessions of the Conference, Program Chairman **Bill Bruce** (Motorola) chaired a liability workshop. With the help of three experienced attorneys, Bruce presented actual recreation liability cases. Delegates studied and discussed the evidence, then tried to predict the outcome of the cases. Later, they heard the real verdicts and discussed them with the lawyers. The experience provided valuable practical lessons in liability by bringing recreation professionals as close as they ever hope to come to liability suits.

In a related session, NIRA Past President **Gary McCormick**, CIRA (Salt River Project) combined his experience as a recreation director and as a safety supervisor



Program Chairperson Bill Bruce's schedule included educational hours and lighter moments.



Relaxed, but serious about education sessions, delegates filled the conference rooms.

in a session on safety in recreation. His presentation was published as a feature article ("How Safe are Your Recreation Facilities?") in the November 1977 issue of *RM*.

Local entertainment suppliers teamed for an informative session at the Conference. Eight southern California amusement centers met with interested delegates to discuss special employee programs. IRC representatives composed a panel for another ideas exchange — this one among recreation administrators. Representatives from the Los Angeles, San Diego, Orange County, Burbank, Oakland and Phoenix IRC's described how their Councils operate. The representatives did not always agree. On the question of whether to admit associate (supplier) members, for instance, the answers were mixed. The Phoenix Council offers no associate memberships. The other western Councils do take in suppliers, but under varying conditions.

Throughout the Conference, there were free hours during which delegates visited the exhibit hall. Thirty-seven exhibitors maintained booths, under the coordination of Exhibit Chairperson **Mary Graziano** (Prudential Insurance Company).

Region VII planned time at its annual Conference to conduct regional business. In a general meeting, September 10, the Region's voters chose a new Junior Director-Elect, **Phyllis Smith, CIRA** of Hughes Aircraft Co. in Fullerton, California. Smith, who will join the Board next May, has been very active in Region VII. She was an organizer and the first president of the Orange County (California) IRC. The Region VII voters also elected **Bill Burton** (Burbank Park and Recreation Department) as regional treasurer and **Mary Smith** (Safeway) as secretary. In an effort to strengthen ties with the national organization, Region VII also voted to include all national NIRA officers from the western region on the regional executive committee.

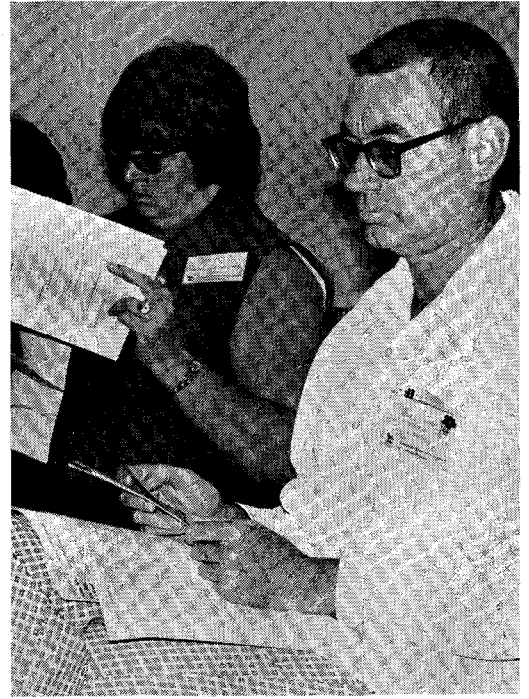
Also at the general meeting, NIRA Immediate Past President **Roy McClure, CIRA** (Lockheed-Georgia Co.) praised the "excellent program" presented. NIRA President **Fritz Merrell, CIRA** (Olin Corp.) told the westerners, "I commend you on the fine job you have done." Merrell added a special note of praise for the spouses program organized by **Jean Joines** of Digital. NIRA President-Elect **Richard Brown, CIRA** (Texas Instruments, Inc.) told the Region, "This is my third Region VII Conference. It has been a fantastic show."

**Bill Ranney** (Home Savings & Loan Assn.), president of the Burbank IRC, urged all 1977 western delegates to plan ahead for the 28th Annual Region VII Conference and Exhibit, September 28-October 1, 1978 in Universal City, California.

continued on following page




Sing along! An evening steak fry on the mountainside behind the Camelback Inn turned into a songfest.



Speakers at several educational sessions provided take-home resource materials.


# COLORADO



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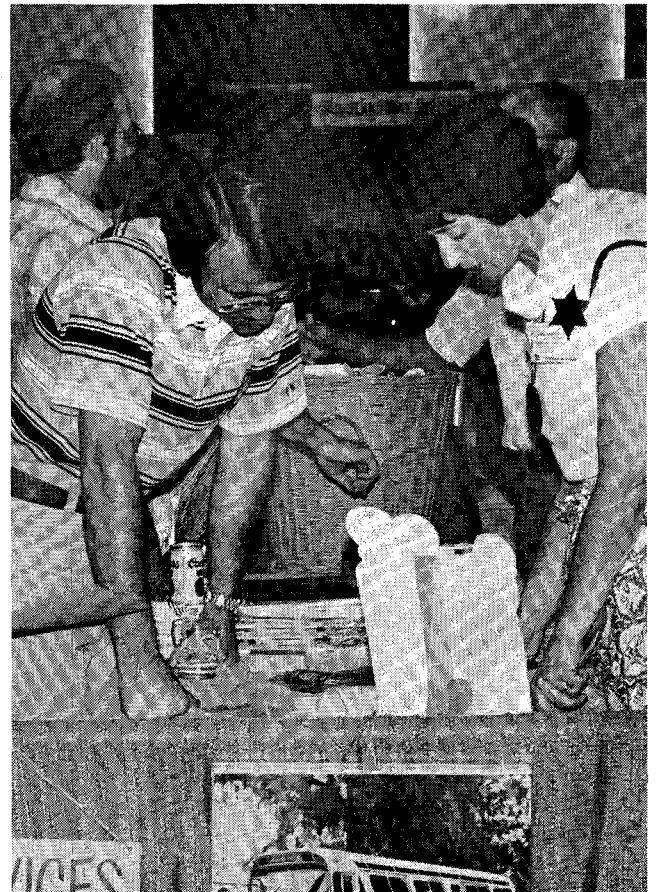


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Suppliers explained their programs to delegates in several bustling exhibit sessions.



# REGION III

## A Practical Beginning

Only a few weeks after the oldest established NIRA regional Conference drew to a successful close in Phoenix, a new and untried IRC hosted its region's first meeting in suburban Chicago. The September 30 Region III Conference, hosted by the Chicago Association for Recreation and Employee Services (CARES), drew curious delegates from Illinois, Indiana and Michigan. Several were new to CARES and NIRA; many had never attended a major NIRA function.

Flick-Reedy Corp. co-hosted the day-long seminar at its plant in Bensenville, Illinois. There, delegates saw the award-winning recreation facilities which have brought the company national recognition, including a NIRA/Citizens Savings Award.

Under the coordination of CARES Vice President and NIRA Director **Susan Siwicki** (Bankers Life and Casualty Co.), the Conference opened in a well-organized but casual atmosphere. Its program was designed to meet the needs of recreation programmers from a wide variety of backgrounds. Because several of those attending were new to NIRA, the Program began with an introduction to NIRA by Executive Director **Patrick Stinson**. Stinson listed the NIRA services: publications, tournaments and contest, the *Membership Directory*, awards and certification programs, information and consultation services and the Nation Industrial Recreation Research and Education Foundation (NIRREF). He emphasized the importance of Industrial Recreation Councils.

"Especially in the last two years," said Stinson, "IRC's have been the most important area of growth for the Association."

The remainder of the Region III meeting day included a varied schedule of formal presentations, informal question-and-answer sessions and workshops.

Tom Gulan, a Chicago area physical education professor and director of fitness for Bankers Life and Casualty Company, told delegates how to conduct employee fitness programs without special facilities or heavy funding.

"If you can get the funding, get the facilities and equipment," Gulan told his listeners. "If you can bank-roll it — fine. But that's not necessary."

John Spears of State Farm Insurance Company discussed the recreation director's place in the corporate structure.

"To be successful," Spears told the group, "you must contribute to corporate goals." Team play, said Spears, draws support to the recreation program and makes it more worthwhile to the employer. To grow and prosper in the corporate environment, Spears concluded, recreation leaders must be flexible and innovative.

Steven Mckeel, corporate attorney for Johnson Wax, addressed another serious concern of recreation di-



Delegates came from Illinois, Indiana and Michigan to attend the Region III Conference.



Conference Coordinator Susan Siwicki is a first-term member of the Board of Directors.

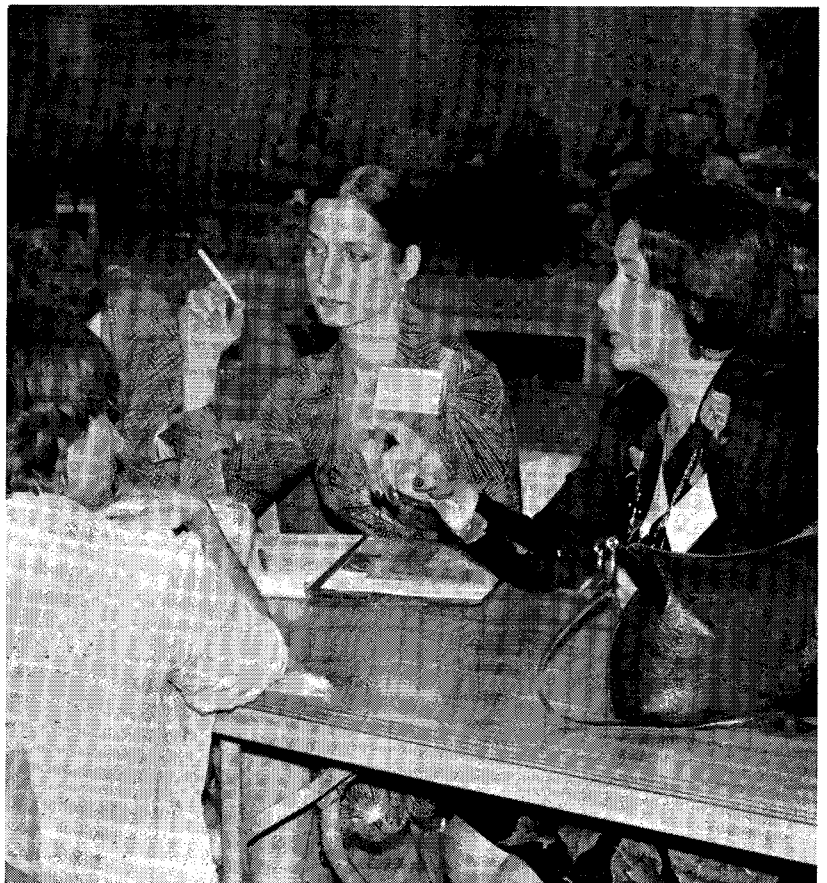
rectors: liability in employee programs. He reviewed the various kinds of situations in which recreation programs can be held responsible for injury or death. Laws vary from state to state, he told the delegates. The single most important guideline in liability, he continued, it to become sensitive to possible hazards and to consult professionals in safety, law and insurance whenever a liability question arises.

Over a generous buffet luncheon, delegates heard Flick-Reedy President **Frank Flick** describe a dietary approach to fitness which has worked for him. Flick, long

continued on following page



**CARES President Bill Hill greeted delegates. Director Gene Miller, and Helen Ecker, CIRA's listened.**



**Informal workshops offered time for ideas exchanges. NIRA Secretary Elizabeth Burchard, CIRA (right) participated.**

a supporter of employee recreation and services, was the first NIRA Employer of the Year.

"After years of emphasis on aerobic fitness, deaths from heart disease are still very common," Flick said. "There must be other factors in determining total physical fitness."

Flick reported that he found unbelievable relief after years of painful heart disease. The reason, he said, is a diet which drastically reduces cholesterol levels.

Region III delegates learned not only from Conference speakers but also from one another. As they arrived at the Conference, delegates were assigned to groups on the basis of a pre-Conference interest survey. Toward the end of the day, the groups met for informal workshops. Discussions ranged over a variety of topics. Virtually every group compared ways to gain more management support, generate increased funding and find programs that touch the interests of all employees. Some also compared military with civilian systems and offered basic organizational and programming advice to new recreation administrators.

In fact, comparing notes and offering first-hand advice was the basis of the Region III Conference. Delegates and organizers alike expect the success of this first effort to interest many more Region III members in future meetings.



**Frank Flick spoke about nutrition and fitness. Behind him, the Flick-Reedy employee pool.**



# REGION II

## The Academic Connection

Region II teamed with the academic community to present a unique three-day Conference and Exhibit in Columbus, Ohio. The event was held October 21-23 at the Fawcett Center for Tomorrow, a residential and educational facility of Ohio State University (OSU). NIRA Vice President of Research and Education **Edward Hilbert, CIRA** (Battelle Memorial Institute) was Conference Coordinator.

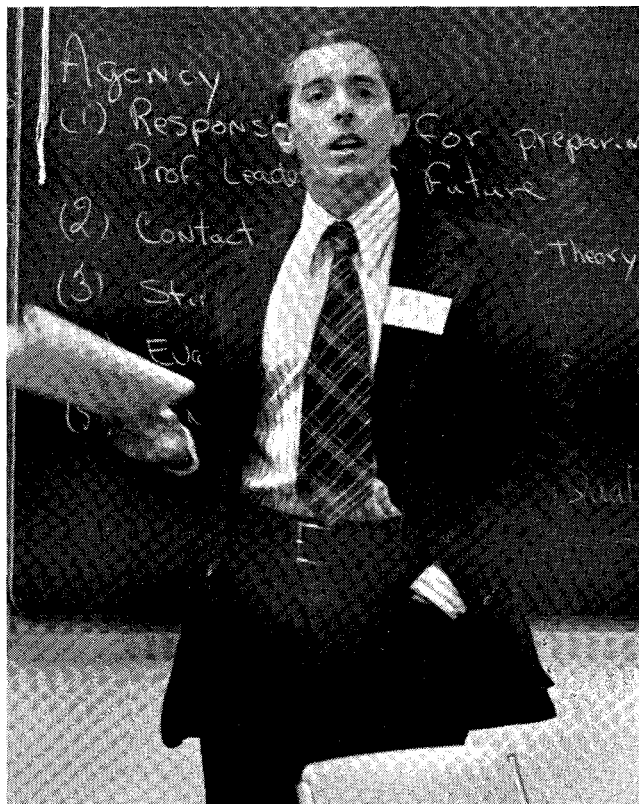
As Conference co-host, Dr. Neil Andrew of the OSU School of Natural Resources welcomed delegates to what he called "the first annual Regional II Conference."

"I want to add that word 'annual'," emphasized Andrew. Several of Andrew's recreation students attended the Conference.

Region II drew upon the talents of its own members throughout the Conference program. IRC leaders opened the education portion of the Conference with an informative session on "The Power and Potential of the IRC". **Jack Musolf** of the Toledo Industrial Recreation and Employees Service Council (TIRES) started the session with an outline of good Council organization. Name your Council immediately, he advised. Define your membership, he continued; establish your dues; determine your leadership offices and their areas of responsibility; draw up a policy statement and adopt a set of by-laws. Essential to a smooth-running Council, he added, are regular and well-publicized meetings, interesting programs and a liberal guest policy.

**Larry Lemme**, a NIRA Director and President of the League of Federal Recreation Associations (LFRA) limited his comments to fund-raising projects. His Washington, D.C.-area Council has found three profitable projects which are also valuable member services. The first, *Recreation Register*, is a monthly tabloid newspaper for League members. Its 115,000 circulation (with a 300,000 "pass-on" readership) makes the publication attractive to the advertisers who support it financially. The second project, an annual "Buyer's Guide," circulates to 135,000 members per year. The editor, a private contractor, sells space in the "Guide" to suppliers, sells the book to LFRA members and shares the profit with the League. A third project, a pre-paid legal service, provides legal insurance to members. For a flat fee, members may take advantage of legal services provided by cooperating attorneys.

**George Mullen, CIRA** of the Dayton Industrial Athletic Association (DIAA) told delegates about the volume purchasing power of IRC's. The DIAA, for example, has been able to pass along considerable discounts to its members because it can buy as many as 30,000 tickets at a time. An IRC can also conduct sports tournaments, said Mullen, offering wide competition unavailable in single companies.



**Dr. Steven Ranck** told delegates how student intern programs can benefit recreation offices.

Concluded Mullen, "Those companies in towns that don't have IRC's should look very closely at starting one . . . to offer more benefits to their employees."

**Doug Messall** of the Columbus Industrial Recreation Association explained the importance of building IRC membership. The potential in many locations is tremendous, he said. The Columbus Council has begun an aggressive membership campaign, reaching potential members with three basic benefits: athletic tournaments, travel programs and volume buying discount programs. Messall is sure the appeal will reach new members in any city because, "we're all in it (IRC's) for the same reason: to get more benefits for our employees."

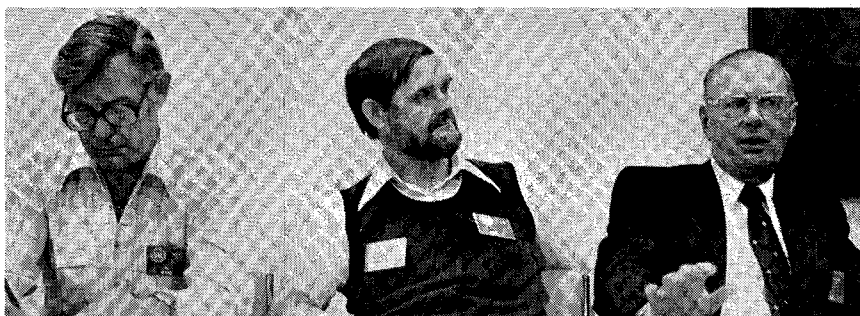
NIRA Executive Director **Patrick Stinson** explored the best ways of promoting and keeping employee participation in recreation programs. He offered a checklist of positive steps: understand the composition of your employee group; make management aware of what you are doing; promote recognition programs; offer opportunities to win; maintain an active publicity campaign; establish clear guidelines for recreation volunteers and keep an open-door policy in the recreation office.

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## REGION II continued



**Dr. Niel Andrew of OSU co-hosted the Conference.**



**Three NIRA veterans helped make the Conference a success. (Left to right) Al Ward; Ed Hilbert, CIRA and Mel Byers, CIRA.**



**Several recreation students attended the meeting. Other delegates came from as far as Omaha and Washington, D.C.**

Past NIRA President **Chuck Bloedorn, CIRA**, now a recreation consultant, told delegates how to get management support.

"It's tough," he acknowledged. "You've got to sell, sell, sell. Get top management involved somehow, if only to hand out awards. Once you get them there, sell them something new for the program."

Dr. Andrew and Dr. Steven Ranck of the University of Toledo teamed for a session on the partnership of industry and the university. They described the benefits of student intern programs for both students and management.

"Use the universities as staff resource centers," urged Ranck. "After all, they are supported by your tax money."

New NIRA members were especially interested in the Region II panel discussion on the NIRA organization. One member asked whether there was a danger that industrial recreation will become a cluttered "catch-all" for activities that aren't properly recreational.

"There is no danger," responded **Al Ward**, (Owens-Corning Fiberglas Corp.), Conference Program Chairman. "We should go after those extra activities. They give us the variety and diversity we thrive on."

In another session, NIRA Consultant **Melvin Byers**,

**CIRA** provided his "Ideas Clinic" approach to education. He outlined several kinds of recreation programs and answered questions from the floor about specific recreation problems.

**Martha Byers, CIRA**, a member of the NIRA Board, spoke on the following day about the need for family programming.

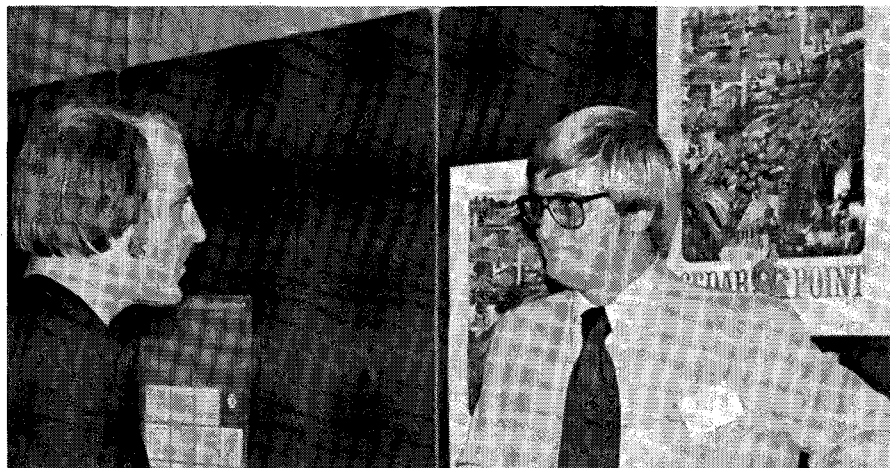
"We want to keep the employee content," she said, "and that means keeping his family happy." She noted a major shift toward more programs for women.

Region II included exhibits in its ambitious Conference plans. Under the coordination of Exhibits Chairman **J. D. Hamilton** (Goodyear Atomic Corp.), suppliers opened informal booths in an exhibit room located conveniently near the center of educational sessions. In several casual sessions, suppliers of recreation goods and services met Region II members and discussed employee programs with them.

TIRES leaders presented the final session of the Region II Conference. In perhaps the most exciting news from the Conference, **Jacqueline Erwin** of People's Jewelry Company reported that a study of the new recreation program at her company showed it reduced absenteeism by 16% in one year. *RM* will carry more about that study and other conference stories, in future issues.



Delegates met casually in the exhibit room.



Exhibitors and delegates discussed employee discounts.



Past President Chuck Bloedorn, CIRA and Elizabeth Burchard.

RM, December/January, 1977

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CIRCLE READER SERVICE CARD NO. 34

# Employee Services: Myths and Expectations

Remarks by  
**Jack A. Baughn**  
Vice President, Personnel  
Nationwide Insurance Company  
NIRA Region II Conference  
Columbus, Ohio  
October 22, 1977

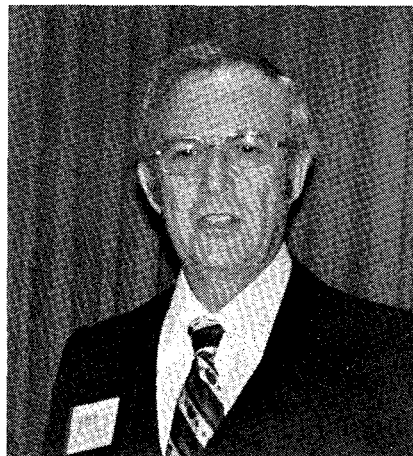
I have been asked to talk with you about management's expectations for employee service programs. Since moving into new responsibilities at Nationwide, which include the very fine employee program which has developed over 27 years, I have given a good bit of thought to just that question: What should management and the organization expect?

The opportunity to be with you has contributed to effort and discipline on my part as I have pondered this question. There are some thoughts I would like to share with you. I would like to discuss four myths about employee services programs that can limit their effectiveness.

## **MYTH # 1**

### **Employee programs should respond to expressed needs and interests**

Many people believe that services programs should be responsive to employees' expressed needs and interests. That is fine — as far as it goes. What I want to emphasize



**Jack A. Baughn**

here is that only being responsive is not enough. The total program should be seen as an active, building force, not just a response. Identifying employees' unrealized needs, bringing them to the surface and creating programs that lead to important changes in the quality of employees' lives is a justifiable expectation of both management and employees.

Bringing quality of life into employee program decisions means

that we must determine a priority of interests. Resources are not unlimited for any program; nor can any program be all things to all people. Rather than responding on a first-come-first-served basis to expressed interests, the overall program should have a built-in way for people to participate in choices that allocate program resources in the best possible way for genuine quality of life contributions.

For example, the most vital programs may uncover or enhance creative talents in painting or sculpture, crafts or prose, poetry or music, literature or drama, carving or woodworking. They may teach employees how to build at-home solar energy installations or computers or stereo systems. They may offer field trips for archeological, geological or botanical studies. They may involve trips to symphonies, musicals, lectures or any number of other activities.

If we are actively involved in creating programs to meet the changing, growing, developing needs, interests and priorities of our



employees, I believe we are delivering what both the employees and management ought to expect.

## **MYTH # 2**

### **Work and recreation are separate activities satisfying different needs**

It is commonly believed that employee services programs fill voids in human activity which are not involved in work life. In other words, work life and off-work or recreation life are separate things. We do tend to view our lives in terms of such a separation and that can be harmful.

There is a current radio commercial here in Columbus for a major television and appliance retailer. It broadcasts this view, in a buyer testimonial: "Yes, I recommend XYZ-TV as the place to buy, to all my associates and friends, both on my job and off."

Listen to what that is saying. It clearly separates "associates" from "friends". One is not likely to be both. It also distinguishes between "on my job and off." The implication is that they are distinct lives.

Work and recreation are not two separate lives. They involve one person living one life in two settings. The two situations should not be all that different from one another. Work and recreation share many common motives and common satisfactions.

Life is not as simply ordered as: work then leisure, strive then relax, produce then consume. Rather, the fullest, richest employee program for "off-work time" will have a heavy involvement in those dimensions of life that are usually associated with work. These include achievement, involvement, contribution, education, discipline, productivity, and performance.

It is important to recognize that this similarity goes both ways. The most effective work climate will also contain heavy measures of those

qualities that are sometimes associated only with recreation. They include participation, belonging, individuality, genuineness, satisfaction, affection and comfort.

Neither recreation life nor work life should be organized around human dimensions which are supposedly excluded from the other. Both activities should address universal needs for growth, accomplishment and meaningful human relationships. We are short-changing ourselves if we try to build a work climate or a recreational program on a limited concept of what humanity is in a particular setting. The need is to bring "on the job and off" closer together: to include more participation and genuineness in work and more achievement and involvement in recreation.

what working together is all about socially, culturally and personally as well as financially.

I really believe that employee programs are a bottom-line matter. Human assets cannot be counted like dollars, but there is an intangible balance sheet for human resources that does exist, even if it does not show on a computer printout. I am convinced that the important nurturing role played by employee programs in the preservation and growth of human assets is real and powerful.

The payoff is not in increased effort by employees nearly so much as it is in a concerned employee alertness that increases the application of employee ingenuity and creativity to the solution of corporate problems.

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**I am convinced  
that the important nurturing role  
played by employee programs  
in the preservation and growth  
of human assets  
is real and powerful.**

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## **MYTH # 3**

### **Employee services programs are an important fringe benefit.**

There is nothing "fringe" about employee recreation and services. When programs are well planned and developed they are main-line — and ought to be seen in bottom-line terms, too.

By bottom-line we mean the corporate result, the accomplishment of people working together. In accounting, the bottom line is profit. But in broader terms, bottom-line is

## **MYTH # 4**

### **Employee programs will raise morale.**

No program ever raised morale.

Morale comes out of human experience at the most personal and intimate level. The existence of a program on the shelf is of no consequence. People do not think: "Look at all these programs they have; this must be a good company."

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**continued  
on following page**

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### Baughn Remarks continued

People experience.

The morale impact question should be considered in your programs. Are people really being affected? In positive ways? What ways? What people? How many? How deeply? Are they experiencing, not just attending? Are their experiences addressed to growth, development and achievement in universal human dimensions?

Morale is a matter of how people feel about themselves and their lives. The impact of work and of employee programs is through the quality of our experiences and in the interactions between us and our fellow human beings as we work to-

gether and participate together in employee programs.

There is so much more that could be said.

I have not touched on the importance of management's active participation in, not just endorsement of, these experiences. The need and the opportunity are obvious.

I have not touched on the importance of purely recreational, as opposed to cultural, employee programs. This is not because I value purely recreational activities less. They offer very positive experiences. They provide a strong link in the communication chain between all levels of employees and across

organizational lines. And they are fun. But we know better how to implement purely recreational programs than we do the growth and achievement dimensions. So I have selected the latter emphasis for these remarks.

I have not touched on the unique role of physical fitness activities. Fitness is an important dimension of the quality of life to which employee programs can make a contribution which work life often cannot. The enlightened company is interested in the whole employee: body, mind and spirit. Vigorous physical health is often accompanied by alertness, emotional stability and high enthusiasm. A fully healthy person is a good companion, enjoys a full and possibly longer life, is a more effective employee and contributes to a better community.

I have tried to question, very simply, four areas of employee program planning and to indicate what management should expect:

- Not only responsiveness to expressed desires, but also anticipation of unexpressed needs
- Integration of work life and employee programs down common rewarding paths
- Main-line, bottom-line efforts, not fringe benefits
- Continuous evaluation, not just of the program list but also of the real impact on morale of employee participation in services programs

In closing, I would like to observe that I am glad our own employee service organization is called Nationwide Activities Association. Implicit in this name is the employees' being active — taking action to accomplish, to grow, to have meaningful relationships, to achieve self-actualization and to improve the quality of their lives.

It has been said that:

*What you do  
when you don't have to  
determines what you'll be  
when you can't help it*

For each of you, I hope you will be what you want to be.

Thank you.

RM



**Jack Baughn toured Region II exhibits with Bobbie Hildenbrand, Manager, Personnel Services Division for Nationwide.**



# Is Fitness, Sports Boom Being Oversold?

**A**N article in a recent issue of *Time* magazine called physical fitness "a religion that has captivated the nation." *Newsweek* had declared a couple of weeks earlier that "the nation is in the thrall of an unprecedented obsession with physical fitness."

The articles, and others like them, present a picture of an America where bicycles clog the streets, joggers jostle each other for elbow room, and swimmers travel in great schools, like so many bluefish. And of course absolutely everyone is playing tennis.

If you express doubt that the revolution in our exercise habits has been all *that* sweeping, the statistics ride over your reservations like so many charged-up cavalymen: "30 Million Tennis Players! . . . "103 Million Swimmers! . . . "20 Million Joggers!"

The small specialty magazines that report on the more popular participant sports have taken to imitating college football and basketball fans with headlines that cry, "We're No. 1! We're No. 1!" Sports not big enough to label themselves "Biggest!" settle for "Fastest-Growing!"

Well, there's no doubt about it, America is in the midst of an "unprecedented" sports and fitness boom. There are more tennis players, joggers, skiers, swimmers, and other weekend athletes abroad in the land than there ever have been before. Far be it from the President's Council, which is responsible for promoting such participation, to deny that. Our concern is that people will begin to take the stories and statistics at face value and conclude

that the fitness problem is solved.

If you think about it a moment, you know there aren't 103 million swimmers in the United States. Sunbathers, perhaps, but not swimmers. And 30 million tennis players? Where would they all play? You can drive for miles in many of our large cities without ever seeing a tennis court, and the game is scarcely played at all in many rural areas.

Some of the figures being thrown around so carelessly are supplied by equipment manufacturers anxious to make their sports look good. Most of them, though, come from a popular survey that lists anyone who has taken part in a sport during the past year as a participant in that sport. Under these systems, anyone with a bicycle collecting dust in the garage, a tennis racket in the attic, or a pair of jogging shoes still in the box is an all-out fitness enthusiast.

The most revealing of the participation surveys is that done by the Sindlinger Economic Service. It has begun to ask all of its respondents to name the sports they have participated in "during the past week or two." When the question is put that way, that army of 30 million tennis players you've been reading about shrinks to a company of fewer than nine million. And the 100 million swimmers become two million. And so on. (The figures fluctuate with the seasons in some sports.)

The President's Council recognizes the difficulty of getting an accurate line on the dimensions of the fitness boom. Our own survey results don't coincide exactly with those from any of the other surveys, although they're pretty close to the

figures provided by Sindlinger in some areas.

What can be said safely is that fewer than one-half of all adult Americans exercise with any regularity at all, and fewer than one-third participate in any sport often enough to be taken seriously. A careful reading of the figures also shows clearly that those participating in today's fashionable sports — tennis, jogging, skiing, back-packing, racquetball — are overwhelmingly young, white, well-educated, and reasonably affluent.

On the positive side, women now out-number men in three of the most widely-practiced fitness activities — cycling, calisthenics, and swimming — and they're closing in fast in tennis. There also are more middle-aged Americans involved in the fitness movement than ever before, and the percentage of the elderly (65 and over) who walk for exercise is greater than it is for any other age group.

Looked at closely and objectively, what the figures actually reveal is great potential and opportunity. There is a reasonably large and growing core of practicing physical fitness converts, and there are many millions more who have bought the gear and have the inclination. If they can be persuaded to join the ranks of the physically active on a permanent basis, reality will more closely resemble the picture painted by the current wave of publicity.

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*Reprinted by permission from The President's Council on Physical Fitness & Sports "Newsletter", August 1977.*

RM

# BOARD OF DIRECTORS' FALL MEETING

Action on membership dues,  
regional affairs, future Conferences and more

**I**N a show of support for regional management, your NIRA Board of Directors scheduled its fall meeting to coincide with the Region VII Conference and Exhibit in Phoenix. The Directors met at the Camelback Inn immediately following the Conference. A substantial portion of the Board was able to attend the

western Conference and Exhibit.

Under the chairmanship of NIRA President **Fritz J. Merrell, CIRA**, the Board took action on several matters of interest to the general membership. Among them were a proposed 1978 dues increase, the development of guidelines for regional Conferences and the choice

of the 1980 national Conference site. Several Board committees reported on new developments.

## FINANCE

Upon the recommendation of the Finance Committee, the Board approved the 1978 NIRA budget as proposed by Executive Director **Patrick Stinson**. Vice President of Finance **Jerre Yoder** (General Dynamics) observed that the budget is conservative but realistic. He also noted that an improved financial reporting system will assure that financial reports to the Board reflect the Association's financial status as clearly as possible.

The Finance Committee recommended an increase in membership dues to help the Association keep pace with rising costs of administration and service. The Committee also recommended that Patrick Stinson analyze the advertising balance of *Recreation Management* to determine how it can best serve the needs of the members.

## PUBLIC RELATIONS

Increasing numbers of NIRA members are interested in publicizing their companies' support of the Association. For this reason, the popular NIRA message, "You ought



Listening to a committee report were (left to right) Directors Gloria Boyles, Susan Siwicki and N.L. "Doc" Medley. Arnold Light (far right), NIRA Exhibitors' Representative also attended.

to know us by the companies we keep", will be expanded to include all interested members.

NIRA Secretary **Elizabeth Burchard, CIRA** (Northwestern Bell Tel2ephone Company), reporting for Vice President of Public Relations **Art Conrad, CIRA** (Flick Reedy Corp.) said that the Public Relations Committee will work with the staff to promote NIRA through wider public relations efforts in the coming year.

## REGIONAL MANAGEMENT

The NIRA Board of Directors is seriously interested in strengthening regional organizations. At the September Board meeting, **Robert McCray** (Coca-Cola Bottling Company) reiterated the Regional Management Committee's belief that NIRA must continue to help and encourage regional organizations to serve new and existing NIRA member groups locally. On the Committee's recommendation, the Board voted to send Patrick Stinson to the Region II Conference and Exhibit in Columbus, Ohio to further this goal. (See the report in this issue.)

McCray, reporting for Vice President of Regional Management **A.C. Ward** (Owens-Corning Fiberglas), read the Committee's recommendation that guidelines be established for NIRA staff involvement and financial arrangements for regional conferences. Ward will prepare guidelines for future Board review.

## MEMBERSHIP

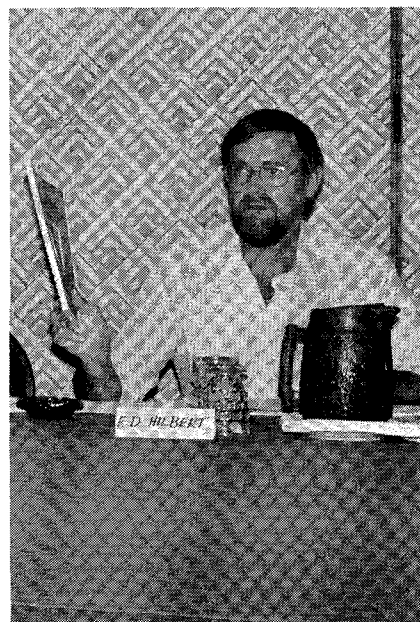
The most extended discussion of the meeting came over McCray's second report, this one for Vice President of Membership **Ken Wattenberger, CIRA** (Lockheed). The proposed membership dues increase incited serious and detailed discussion involving all Board members. The Board voted to place a dues increase proposal before all members by mail referendum. All amendments to NIRA's by-laws, in-

cluding changes in dues, must be determined by member-wide referendum. A report on the referendum appears on page 56.

## TOURNAMENTS AND SERVICES

NIRA tournaments and contests have gained participation during the 1976-77 season, according to Vice President of Tournaments and Services **Jack Frain, CIRA** (McDonnell Douglas). The major part of Frain's report was released early for publication as the November "Tournament News" column in RM. In addition to that favorable summary, Frain announced that the T & S Committee recommended dismissing the proposed NIRA identification merchandise program. The August 1977 mail poll of members showed insufficient interest to develop the program at this time.

continued  
on following page



Another chapter of the employee recreation textbook is ready for review. Vice President of Research and Education **Edward Hilbert, CIRA** showed the Board a manuscript, reproduced and bound by Battelle Memorial Institute.



Studying the proposed 1978 NIRA budget were (right to left) Directors **William O'Keefe**; **Richard Wilsman, CIRA** and **Kirt Compton, CIRA**. Partially hidden (far left) was Director **Nelson Ellsworth**.

## RESEARCH AND EDUCATION

The first college textbook on employee recreation and services in over a generation is progressing under the direction of Dr. Theodore Wilson. According to Vice President of Research and Education **Edward Hilbert, CIRA** (Battelle Memorial Institute), Wilson continues to refer new chapters to the Textbook Review Committee.

## SITE SELECTION

A West Coast city will host the 1980 NIRA Conference and Exhibit. President-Elect **Richard Brown, CIRA** (Texas Instruments) filed the Site Selection Committee's report. The Board of Directors, following the recommendation of the Committee, has invited Board members from West Coast companies to research Conference accommodations and work with Patrick Stinson to develop a specific site proposal for future Board approval. IRC's from several California cities are interested in hosting the event.

As announced previously, the 1978 Conference will take place May 18-23 in Dallas. The 1979 national meeting will be in Rochester, New York.

## CONFERENCE

The 1978 Dallas Conference and Exhibit will offer more hours of both education and entertainment than previous national meetings. Richard Brown, CIRA, who is Program Chairman for next May's meeting, gave the Board a progress report on the Conference program. (See the 1978 Conference announcement, "NIRA Moves West", on page 6.)

\* \* \*

The Board of Directors will hold its winter meeting in Ft. Lauderdale, Florida, January 12-13, 1978. RM



# nira calendar

**Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.**

**Associated Industrial Recreation Council/Burbank, California.** Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

**Columbus Industrial Recreation Association/Columbus, Ohio.** Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas.** Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

**Industrial Recreation Association of Dayton/Dayton, Ohio.** Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

**Industrial Recreation Association of Detroit/Detroit, Michigan.** Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

**League of Federal Recreation Associations/Washington, D.C.** Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

**Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin.** Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

**New York Industrial Recreation Directors Association/New York, New York.** Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

**Oakland Industrial Recreation Association/Oakland, California.** Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association/Orange County, California.** Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association/Phoenix, Arizona.** Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

**San Diego Industrial Recreation Council/San Diego, California.** Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

**Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio.** Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

\* \* \*

**Region VII** will hold its annual Conference and Exhibit, September 28-October 1, 1978 in Universal City, California. Contact Bill Ranney — (213) 764-0025.

**37th Annual NIRA Conference and Exhibit** will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM



by  
Melvin C. Byers, CIRA  
NIRA Consultant

**Q.** I am not a recreation director, but I have been active for many years in my company's employee club. We have a problem I hope you can help us solve.

Our company provides a fine clubhouse and recreation area for employees and their families. Although our facilities are not as complete as some I have read about in *Recreation Management*, they could handle more activities for a much larger number of participants than now use them. Unfortunately, most employees do not take full advantage of the clubhouse. In fact, only about 10% of them use it. We have no recreation director as such, but our incorporated club manages the facilities fairly and our club board of directors assures that the clubhouse is available to all interested employees. The people who use the clubhouse are very glad to have it, but we are a small group compared with the entire workforce. As inflation makes the company more cost-conscious, we are afraid that management may cut or even eliminate its support for our facilities. We would like to know how we can get more employees to support (use) the facilities we have, thereby saving them for everyone's benefit.

**A.** It appears that you have the bread but nothing to fill the sandwich. Your fine facilities will continue to be underutilized and could be converted to non-recreational uses unless you "professionalize" your recreation organization. Your club should find an administrator who has interesting programming ideas and the leadership ability, as well as the support, to carry them through.

Your club and its board of directors may have capable and dedicated members, but they cannot solve your participation problems alone. Boards and committees are designed to make policy. What you need is the missing link between a concerned board and

the potential members of your club. That link is a recreation director.

Especially if a director has a professional background in employee program administration, he or she can almost immediately bring fresh ideas to the program and promote many events which will keep your facilities humming with activity. We have seen many recreation directors who keep fifty to sixty-five percent of a workforce involved in their recreation programs. Many of them would dearly love to have your facilities.

Be glad you have recreation facilities. They will make a well-administered program more immediately interesting to your potential members. Use your personal influence — and the help of fellow NIRA members, if necessary — to convince your board and active members that you need a recreation director. Present your arguments to management representatives. With company investment in recreation facilities, they should give you a concerned hearing. Recommend that a qualified recreation director be hired or promoted from within the employee club. If you find you must settle for a part-time paid director or a volunteer for the time-being, do so. At least you will be headed in the right direction.

Make certain that your club by-laws are amended as needed to provide for the director and to specify his or her duties, responsibilities, areas of authority, and reporting relationships.

Of course, you cannot expect your director to solve all your problems. Club members who are already sold on the idea of active participation must recruit as many other employees and their families as possible. Only about one tenth of your membership can provide outstanding leadership, and not all members of this special group will want to run for office. Nevertheless, many members can enjoy developing, planning and administering activities which interest them. You need this broad-based involvement to insure wide participation.

As more employees become active in your club, a recreation director will become more necessary. Unless the same few officers are re-elected every year (and this is seldom desirable) your club leadership risks a lack of continuity and knowledge which will continue to hurt participation. You need a recreation director to provide continuity, focus and direction. Help your club find such a leader. Do not overlook yourself as a possible candidate.

# organization profile

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## Xerox International Center for Training and Management Development

with W. Brent Arnold, CIRA

W. Brent Arnold, CIRA has a turnover problem that just won't quit. Sometimes he administers a recreation program for as many as 950 men and women. At other times, the group may shrink to as few as 300 people. The vast majority of participants stay less than two months. Still, Arnold and his small staff are expected to program and administer a full range of recreation activities as well as one of the most publicized physical fitness centers in the nation. Arnold not only copes with the shifting size and composition of the group he serves, but also manages to administer a prize-winning program. His efforts and the support of his employer earned Xerox a 1977 NIRA/Citizens Savings Award.

Brent Arnold is Manager of Physical Fitness and Recreation at the Xerox International Center for Training and Management Development (XICTMD) in Leesburg, Virginia. The vast majority of people who benefit from his services are Xerox employees who come to the facility from throughout the United States and Canada for product familiarization and management training courses. Some of the students stay at the Center for just a few days. Others may live there for as long as seven weeks. Each student is encouraged to participate in the sports, cultural and fitness programs at the Center. Faculty members, who serve short two- to three-year terms, and their families also participate.

Recreation and fitness training at the Center has been innovative out of necessity. In 1971, when Xerox decided to build the Center, there was no comparable fitness and recreation program in the nation. Few corporations operated isolated training centers and none maintained

either recreation facilities or professional staffs to serve students and faculty members. While the Center was still in the planning stages, Xerox management polled the corporation's branches, asking what activities and facilities the employees would like to use while attending corporate training sessions. To date, virtually all the suggestions received at that time have been implemented at the Leesburg facility.

Before Xerox students even come to the Training Center, they receive a letter from the recreation staff, welcoming them to the Center and inviting them to participate in its fitness and relaxation programs. The note even suggests proper recreational clothing to bring.

When they arrive at the Center, students are handed a registration packet, including more information about

**This is the last in a series of four articles on the winners of NIRA's 1977 Citizens Savings Award for overall excellence in employee recreation and services. This month, we feature the winner among organizations with fewer than 1,000 employees at one site, the Xerox International Center for Training and Management Development at Leesburg, Virginia. The Xerox Corporation administers several excellent recreation and services programs for its employees at sites throughout the nation. The facility at Leesburg handles a unique kind of employee population.**



the recreation and fitness program as well as an activities sign-up sheet. The recreation staff receives a class roster which includes, among other data, the length of each student's stay. From this information, the staff prepares activities calendars and tournament schedules.

Recreation programming at the Training Center can vary almost weekly, depending upon the size and interests of the student group. Throughout, the recreation staff pursues one goal: "To develop, organize and implement diversified physical fitness and recreation programs and facilities for students, staff and their families."

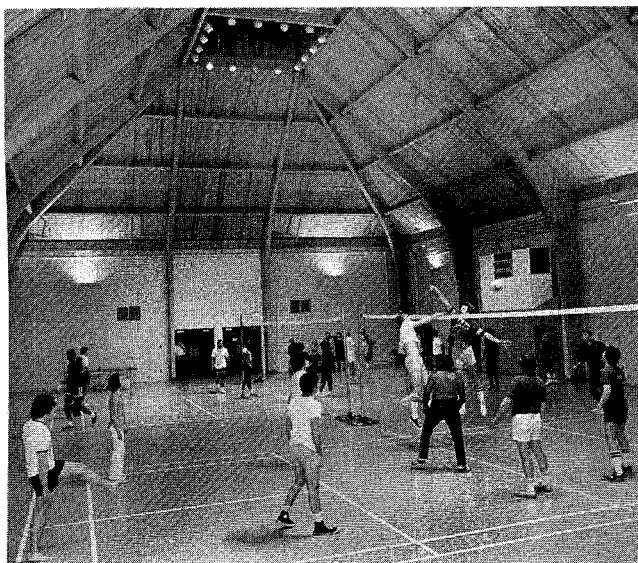
Employee health and morale are a continual concern of the program, as is optimum physical fitness for faculty members and their families. The program is included in the corporate training plan to provide a healthy means of relieving stress. Management hopes that the benefits, in terms of relaxation and fitness, will encourage students to continue sensible recreation activities after they return to their regular jobs.

The list of activities and facilities available to Xerox students offers a variety designed to strike almost everyone's fancy. It includes badminton, basketball, bowling, football, softball, soccer, golf, handball, raquetball, paddleball, jogging, paddle tennis, squash, table games, billiards, bocce, volleyball and swimming. There is even an ornithology group.

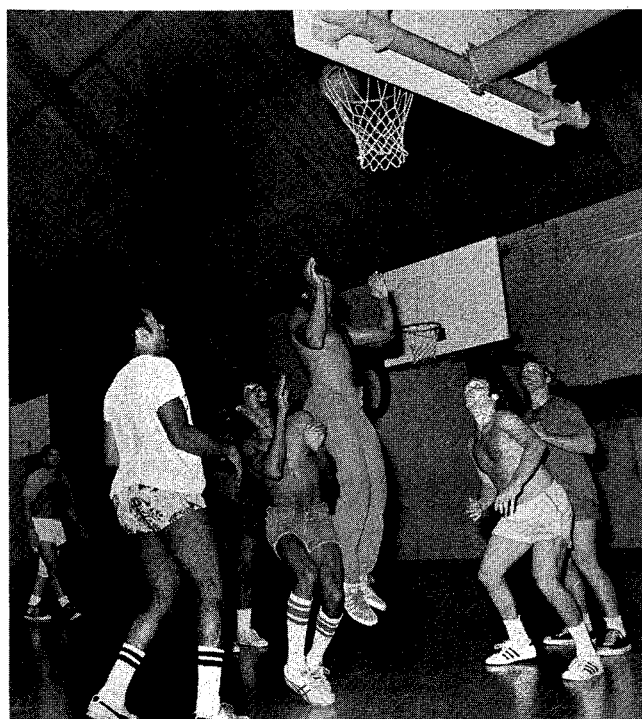
Depending upon the interests of any particular group of students, the recreation staff may offer instruction or tournaments in almost any sport for which the Center maintains facilities. At the completion of each competitive activity the top two students receive special recognition certificates.

The cardiovascular fitness program offers personalized analysis and training for each staff member at the Training Center. Each man and woman enrolled in the fitness program begins by completing a health and fitness questionnaire as well as a heart attack risk chart. On the basis of this information and a personal interview, a fitness specialist designs and prescribes a personalized training program for the participant. Stretching exercises, walking and jogging, and curcuit weight training are included in each regimen. Each participant records his/her weight and heart rate throughout the program and undergoes regular evaluation by a fitness specialist. Special recognition certificates are planned for participants who achieve specified mile marks in the jogging portion of the activity.

The Leesburg facility also programs non-athletic activities for faculty members and students. Those who wish to leave the Training Center for excursions to nearby Washington, D.C. and other surrounding communities



**Men and women enjoy volleyball in the indoor gymnasium at the Leesburg facility.**



**Corporate training students relax with a game of basketball. The fitness and recreation center encourages both impromptu play and organized tournaments in various sports.**

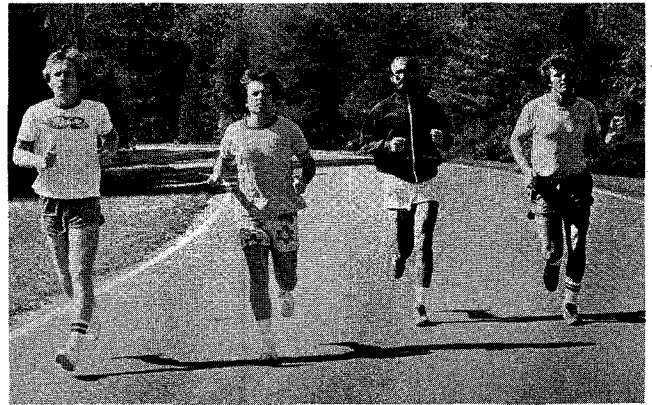
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can check with the recreation staff for free, discounted or pre-arranged transportation.

Both students and staff members appreciate one of the recreation program's most popular services, the Capital Centre discount program. The Capital Centre, a nearby sports arena, hosts not only professional sporting events but also such family attractions as ice shows, horse shows, and concerts. Tickets to Centre presentations are available to Training Center people and their families at attractive savings. The program is just part of a more extensive discount ticket program which also offers faculty members savings at well-known amusement centers throughout the country.

With strong management backing, Arnold and his staff are able to plan for continual improvement in the physical fitness and recreation program at the Training Center. In the near future, they plan to develop further the nature trails already laid on Center grounds. They will also take advantage of the beautiful Virginia countryside by installing an outdoor Parours fitness trail and new jogging paths. Even more attention will be directed toward the indoor cardiovascular fitness program with the implementation of an exercise stress testing system for all Center employees.



Joggers include W. Brent Arnold, Manager of Physical Fitness and Recreation, far right.

W. Brent Arnold, CIRA holds an MS in Recreation Management from the University of Oregon. He has worked in employee recreation and fitness for Xerox since 1969. He has also been active in numerous fitness and aquatic associations throughout the United States. In addition to his involvement with NIRA, Arnold is a founder and past president of the American Association of Fitness Directors in Business and Industry.

## You can meet all requirements for a foreign meeting when you meet in Mexico

Studies always showed in the past that hotel rates in Mexico were more moderate than most world cities. That is even truer now with the new, favorable peso-dollar relationship—so it becomes even easier to fit living expenses of attendees within the per diem allowance. There is, of course, no such limit on incentive travel—it's treated as in the past. And more help than ever is available through our many U.S. and Canadian offices where informed, experienced people can give you the information, the help, the advice you need.

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CIRCLE READER SERVICE CARD NO. 149

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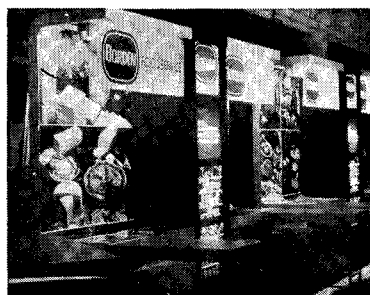
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Royal E. Rohrbach, Sr.  
President/Sales Manager  
CIRCLE READER SERVICE CARD NO. 21

**KEIPER USA, INC.**  
5600 W. Dickman Rd.  
Battle Creek, Mich. 49015  
Phone (616) 962-5473  
Georgia Greuling  
Marketing Services

**DYNAVIT**, computerized fitness system, designed to attract people to exercise and to motivate them to continue. Can be used to test as well as condition physical fitness, using unique electronic rating method, based on personal data programmed by the user and results of his exercise which are monitored by the computer.  
CIRCLE READER SERVICE CARD NO. 22

#### **MAC LEVY-HELO PRODUCTS CORP.**

92 21 Corona Ave.  
New York, N.Y. 11373  
E.M. Moubert  
Executive Vice President  
CIRCLE READER SERVICE CARD NO. 23

#### **MARCY GYMNASIUM EQUIPMENT, CO.**

1736 Standard Avenue  
Glendale, Calif. 91201  
Phone (213) 247-6611  
Parker E. Mahnke  
Vice President

Quality manufacturers of a complete line of physical conditioning systems. Include individual and multi-station weight machines. Facility planning and implementation services. Free corporate program outline upon request.  
CIRCLE READER SERVICE CARD NO. 24

#### **MINI-GYM, INC.**

909 W. Lexington  
Independence, Mo. 64050  
Phone 1-800-821-3126  
(816) 836-1300

Greg Henson  
Sales Manager

Isokinetic exercise equipment for general fitness and varied sports applications. Used by the astronauts in Sky Lab and high schools, colleges and pro teams throughout the world. 40 models to choose from.

CIRCLE READER SERVICE CARD NO. 25

#### **OWL BIOMEDICAL, INC.**

455 Cayuga Road  
Buffalo, N.Y. 14225  
Phone (716) 634-0458  
Dr. L.W. Organ  
President

The EXERPACER automatic heart rate indicator — ideal in fitness programs for displaying heart rate response to exercise. Accurate and simple to use, with large digital readout of rate.

CIRCLE READER SERVICE CARD NO. 148

#### **PROFESSIONAL GYM, INC.**

P.O. Box 188  
Marshall, Mo. 65340  
Phone (816) 886-3042 or 886-3041  
Warren Dew  
Vice President

Manufacturers of multi-station weight training and exercise machines and other exercise equipment. Consultant and designer of physical fitness facilities and conductor of fitness programs. Casual footwear and baseball bases also.

CIRCLE READER SERVICE CARD NO. 27

#### **Universal Gym Equipment**

17352 Von Karman  
Irvine, Calif. 92714  
L.E. Holloway  
President  
CIRCLE READER SERVICE CARD NO. 28

## **Prizes/Trophies/Gifts**

#### **AWARDS BY KAYDAN**

62 Wesley  
Lake Villa, Ill. 60046  
Phone (312) 356-3505  
Dan Dreyer  
President

Recognition and incentive awards for all occasions. Trophies, plaques, silver, pewter, etched crystal, etc. Ask about and take advantage of our exclusive NIRA discount program. Free catalog upon request.

CIRCLE READER SERVICE CARD NO. 29

#### **CREATIVE AWARDS BY LANE**

1575 Elmhurst Road  
Elk Grove, Ill. 60007  
Phone (312) 593-7700  
Don Thompson  
President

Recognition awards — trophies, plaques, jewelry, holloware, gifts, ribbons, novelties, custom designs our specialty — "If it is an award — we have it".

CIRCLE READER SERVICE CARD NO. 30

#### **R.S. OWENS & CO., INC.**

5521-45 N. Lynch Ave.  
Chicago, Ill. 60630  
Phone: (312) 282-6000  
C.M. Keegan  
Sales

Largest manufacturer of trophies, plaques and medals. Largest selection of figures to choose from. Figures are electroplated to give highest detail, sculpturing, die work, etching, available for special awards.

CIRCLE READER SERVICE CARD NO. 31

## **Professional Services**

#### **KOTZ AND SCHNIEDER**

LAND AND RECREATION PLANNING AND DESIGN

One MONY Plaza  
Syracuse, N.Y. 13202  
Phone (315) 475-4157  
Anthony W. Kotz

Listing appears  
on page 56

Planning and design of recreational facilities. Site selection and analysis, feasibility studies, master planning, construction documents and administration, consultation.

CIRCLE READER SERVICE CARD NO. 155

## Recreation Apparel

### CHAMPION PRODUCTS, INC.

115 College Ave.  
Rochester, N.Y. 14630  
Craig Leach

CIRCLE READER SERVICE CARD NO. 33

### KING LOUIE INTERNATIONAL, INC.

311 West 72nd Street  
Kansas City, Mo. 64114  
Phone (816) 363-5212  
Michael Milens

Executive Vice President

Largest manufacturer of bowling shirts and blouses. Pro-Fit athletic nylon jackets and baseball caps for all sports. Award blazers. All products may be personalized with company identification or logo.

CIRCLE READER SERVICE CARD NO. 34

Ad appears  
on page 21

## Recreational Equipment

### MINI-GYM, INC.

909 W. Lexington  
Independence, Mo. 64051  
Phone (816) 836-1300  
Glen Henson  
President

Isokinetic mini-gym exercisers for every application — 40 models to choose from. Ten-year-olds, office secretaries and strongest men in world can use same exercisers without any adjustment whatsoever.

CIRCLE READER SERVICE CARD NO. 35

## Trade Associations

### AMATEUR SOFTBALL ASSOCIATION OF AMERICA

2801 N.E. 50th  
P.O. Box 11437  
Oklahoma City, Ok. 73111  
Don. E. Porter

CIRCLE READER SERVICE CARD NO. 36

### AMERICAN BOWLING CONGRESS

5301 S. 76th St.  
Greendale, Wis. 53129  
John C. Gilbert  
Office Manager

CIRCLE READER SERVICE CARD NO. 37

### THE ATHLETIC INSTITUTE

200 Castlewood Dr.  
North Palm Beach, Fla. 33408  
Donald Bushore

CIRCLE READER SERVICE CARD NO. 38

### BOWLING PROPRIETORS ASSOCIATION OF AMERICA

P.O. Box 5802  
Arlington, Tex. 76011  
Vladimir A. Wapensky  
Executive Director

CIRCLE READER SERVICE CARD NO. 39

### NATIONAL RIFLE ASSOCIATION

1600 Rhode Island Ave., N.W.  
Washington, D.C. 20036  
John Grubar

CIRCLE READER SERVICE CARD NO. 40

### NATIONAL SHOOTING SPORTS FOUNDATION, INC.

1075 Post Rd.  
Reverside, Conn. 06878  
A.H. Rohlfing

Executive Director

CIRCLE READER SERVICE CARD NO. 41

### NATIONAL SPORTING GOODS ASSOCIATION

717 N. Michigan Ave.  
Chicago, Ill. 60611  
G. Marvin Shutt

Executive Director

CIRCLE READER SERVICE CARD NO. 42

### THE NATIONAL BILLIARD MFG. CO.

3956-68 Virginia Ave., Fairfax  
Cincinnati, Ohio 45227  
Phone (513) 271-8888  
Wm. H. Gunklach  
President/Treasurer

We are manufacturers of the TOP LINE brand billiard tables, meeting specifications established by the BCA for sanctioned tournament quality. Also we offer a complete line of billiard accessory items.

CIRCLE READER SERVICE CARD NO. 43

### TROJAN PLAYGROUND EQUIPMENT MFG. CO.

11-2nd Ave., N.E.  
St. Cloud, Minn. 56301  
Phone (612) 251-3080  
Wm. F. Van Diest  
President

Heavy-duty outdoor playground equipment, plus bicycle racks, flag poles, picnic tables and benches, grills, basketball backstops, softball and baseball backstops. Free catalog on request. Quotations on request.

CIRCLE READER SERVICE CARD NO. 44

## Miscellaneous

### BRONSON PHARMACEUTICALS

4526 Rinetti Lane  
La Canada, Calif. 91011  
Phone (213) 790-2646  
F. C. Ainlay

Vice President, Group Plan Marketing

Bronson offers a choice of group plans designed to save employees money on family vitamins and to provide funds for recreation activities. A unique fringe benefit with only token effort.

CIRCLE READER SERVICE CARD NO. 150

### COMP-U-CARD OF AMERICA, INC.

733 Summer St.  
Stamford, Conn. 06901  
Phone (203) 324-9261  
Ann S. Spence

Vice President, Marketing

Nationwide discount shopping service. Toll-free telephone price quotes and ordering. Toll-free customer service. Members only. Discounts of 20 to 40% off retail.

CIRCLE READER SERVICE CARD NO. 48

### CONTEMPO DESIGN, INC.

1780 Maple St.  
Northfield, Ill. 60093  
John K. Sturm  
President

CIRCLE READER SERVICE CARD NO. 151

Ad appears  
on page 39

### LIBERTY NATIONAL PUBLISHING CO.

618 W. Jackson Blvd.  
Chicago, Ill. 60606  
Robert L. Simmons  
President

CIRCLE READER SERVICE CARD NO. 48

### PHW, INC.-DBA INDUSTRIAL FOTO

15634 E. Yellowbrook Ln.  
La Mirada, Calif. 90638  
L. H. Folliot  
President

CIRCLE READER SERVICE CARD NO. 49

### STEWART SANDWICHES, INC.

5732 Curlew Dr.  
Norfolk, Va. 23502  
Noel Funchess  
National Sales Director

CIRCLE READER SERVICE CARD NO. 50

## SPORTING GOODS

### Baseball/ Basketball/ Football

#### SEAMCO SPORTING GOODS CO.

H. HARWOOD & SONS, INC.,  
A DIVISION OF DART INDUSTRIES, INC.

1567 Forrest Avenue  
LaGrange, Georgia 30240  
Phone (404) 882-8151

Robert E. Coate  
National Sales Manager

Basketballs, volleyballs, soccerballs, Harwood softballs and Harwood baseballs.

CIRCLE READER SERVICE CARD NO. 51

### Bowling

#### AMF, INC., BOWLING PRODUCTS

Jericho Turnpike  
Westbury, Long Island, N.Y. 11590  
Al Spanjer

CIRCLE READER SERVICE CARD NO. 52

### Golf

#### GOLF DIGEST Magazine

495 Westport Avenue  
Norwalk, Conn. 06856  
Phone (203) 847-5811  
Diana O'Donnell

Single Copy Sales Promotion Manager

Need help with your golfing program? *GOLF DIGEST* has designed a manual especially for you to help organize tournaments and leagues. We also have golf "primers" and employee subscription discounts.

CIRCLE READER SERVICE CARD NO. 53

#### LOMMA ENTERPRISES, INC.

1120 South Washington Avenue  
Scranton, Pa. 18503  
Phone (717) 346-5559

J. C. Rogari  
National Marketing Director

MINIATURE GOLF COURSES EARN \$18,000-\$25,000. Installed outdoors or indoors. No more seasons. Priced at \$10,900. Excellent financing.

CIRCLE READER SERVICE CARD NO. 54

## Shooting Sports

**CASWELL EQUIPMENT CO., INC.**

1221 Marshall Street, N.E.

Minneapolis, Minn. 55413

Phone (612) 333-1511

Ted Busch

Vice President, Sales

Shooting range equipment, indoor and outdoor, for recreational as well as police and guard service. Extensive assistance available. Installations throughout the world for over 50 years.

CIRCLE READER SERVICE CARD NO. 55

## Tennis

**TENNIS Magazine**

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Norwalk, Conn. 06856

Phone (203) 847-5811

Diana O'Donnell

Single Copy Sales Promotion Manager

Now you can help your employees play better tennis by ordering our TENNIS poster which offers a special employee discount on *TENNIS Magazine* — 50 order forms per poster.

CIRCLE READER SERVICE CARD NO. 56

# TRAVEL SERVICES

## Airlines

**AIR FRANCE**

1350 Avenue of the Americas

New York, N.Y. 10019

Phone (212) 758-6300

Edda Dreon

Special Markets Manager

FRANCE-IN-A-WEEK. Paris at leisure, from \$468. Riviera Sunscape, from \$559. Other tailor-made programs, on request: wine regions, Provence (Avignon, Aix), Normandy (Mont St. Michel), (Rouen), chateaux country.

CIRCLE READER SERVICE CARD NO. 57

**AIR JAMAICA, LTD.**

19 E. 49th Ave.

New York, N.Y. 10017

Dennis Buckley

CIRCLE READER SERVICE CARD NO. 58

**EASTERN AIRLINES**

Miami International Airport

Miami, Fla. 33148

Phone: Contact your Eastern sales office

Eastern provides special discount rates for group travel on scheduled service; special rooms at many airports for groups, special check-in procedures for groups at airports; Sun Resort Meeting Planner guide to help arrange group accommodations at major resorts in Fla., Mexico, Bermuda, Bahamas and the Caribbean.

CIRCLE READER SERVICE CARD NO. 59

**FRONTIER AIRLINES**

8250 Smith Rd.

Denver, Col. 80207

Clay R. Blaylock

Manager, Commercial and Government

CIRCLE READER SERVICE CARD NO. 60

## Car Rentals/Railroads

**NATIONAL CAR RENTAL SYSTEM, INC.**

5501 Green Valley Drive

Minneapolis, Minn. 55437

Phone (800) 328-4740, ext. 2589

(612) 830-2589

Wayne Herbergr

Manager, Group and Convention Sales

Complete car and truck renting service

CIRCLE READER SERVICE CARD NO. 61

**NATIONAL RAILROAD PASSENGERS**

400 N. Capital St., N.W.

Washington, D.C. 20001

Tim Aufmuth

Marketing Department

CIRCLE READER SERVICE CARD NO. 62

## Cruise Ship Lines

**CHANDRIS, INC.**

666 5th Avenue

New York, N.Y. 10019

Phone (212) 586-8370

Mr. Tony Evangelista

General Sales Manager

Chandris, Inc. has one of the largest cruise ship fleets in the world. Capacities range from 200 to over 1,200 passengers. Caribbean, eastern/western Mediterranean, northern capitals and north Cape, Black Sea, Greek isles and more.

CIRCLE READER SERVICE CARD NO. 63

### COMMODORE CRUISE LINE, LTD.

1015 N. America Way  
Miami, Fla. 33132  
Daniel Y. Levene  
General Sales Manager  
CIRCLE READER SERVICE CARD NO. 64

### COSTA LINE, INC.

One Biscayne Tower  
Miami, Fla. 33131  
Joseph E. Stewart  
Sales Manager  
CIRCLE READER SERVICE CARD NO. 65

### CUNARD LINE LIMITED

555 Fifth Ave.  
New York, N.Y. 10017  
James R. Sullivan  
Vice President, Sales and Marketing  
CIRCLE READER SERVICE CARD NO. 66

### PRINCE OF FUNDY CRUISES

International Terminal  
Portland, Me. 04101  
David W. Clough  
Sales Manager  
CIRCLE READER SERVICE CARD NO. 67

## Hotels and Resorts

### ARUBA INFORMATION CENTER

576 Fifth Avenue  
New York, N.Y. 10036  
Phone (212) 246-3030  
(212) 575-8840  
Virginia Britton  
Director

Aruba is a serene Dutch island in the Caribbean distinguished for its beautiful beaches, excellent hotels, fine food and perhaps, most importantly — its people who are warm, friendly and hospitable.

CIRCLE READER SERVICE CARD NO. 68

### AMERICANA HOTELS

605 Third Ave.  
New York, N.Y. 10016  
Dave Falor  
Vice President, Sales  
CIRCLE READER SERVICE CARD NO. 152

Ad appears  
on Cover IV

### BEACH CLUB HOTEL & CABANAS

3100 N. Ocean Blvd.  
Ft. Lauderdale, Fla. 33308  
Jack Lindeman  
CIRCLE READER SERVICE CARD NO. 154

Ad appears  
on page 55

### BEST WESTERN HIGH COUNTRY INN

Box 96  
Winter Park, Col. 80482  
Phone (303) 726-5566  
Arthur W. Lang  
Vice President/Secretary

Ad appears  
on page 16

Winter skiing. Summer packages. Meeting and seminar space, year round, 9,000 feet high in the Rockies. On U.S. Hwy 40, fifty-seven miles west of Denver.

CIRCLE READER SERVICE CARD NO. 71

### BRECKENRIDGE HOTELS CORP.

2816 Breckenridge Industrial Court  
St. Louis, Mo. 63144  
John R. Oberle  
Corporate Director of Sales  
CIRCLE READER SERVICE CARD NO. 72

### CARUTH HOTEL & RESORT PROPERTIES

4900 Gulf Blvd.  
St. Pete Beach, Fla. 33706  
Phone (813) 360-7011  
John Johnson

Ad appears  
on page 7

Assistant to the Managing Director

Convention & vacation facilities available at all three properties — Hotel NorthPark Inn, Dallas, Texas. Resort properties Happy Dolphin Inn, St. Pete Beach and Plantation Inn, Crystal River, Florida.

CIRCLE READER SERVICE CARD NO. 146

### DEL WEBB HOTELS

P.O. Box 7548  
Las Vegas, Nev. 89101  
Howard Goodwin  
Vice President/ Director, Sales & Marketing  
CIRCLE READER SERVICE CARD NO. 74

### DUTCH INN

P.O. Box 22202  
Lake Buena Vista, Fla. 32830  
Chris Pipes  
National Sales Manager  
CIRCLE READER SERVICE CARD NO. 75

### GALT HOUSE HOTEL

4th at River Rd.  
Louisville, Ky. 40202  
John Shake  
Corporate Sales Representative  
CIRCLE READER SERVICE CARD NO. 76

### HARBOUR INN

Beach Road  
Harbor Springs, Mich. 49740  
Nicholas C. Bicking  
Owner/Manager  
CIRCLE READER SERVICE CARD NO. 77



**HELMSLEY-SPEAR HOSPITALITY DIVISION**

420 Lexington Ave.  
New York, N.Y. 10017  
Paul J. Quintavalla  
Director of Sales & Marketing  
CIRCLE READER SERVICE CARD NO. 78

**HERSHEY MOTOR LODGE & CONVENTION  
CENTER HOTEL HERSHEY**

One Chocolate Ave.  
Hershey, Pa. 17033  
Phone (717) 534-3172  
Stephen S. Miller  
Manager, Public Relations & Advertising  
Hershey Motor Lodge offers 460 spacious  
rooms, 3 fine restaurants, a nightclub and  
spacious convention facilities. Hotel Hershey,  
a great resort of North America, has 270 lux-  
urious rooms and continental cuisine.  
CIRCLE READER SERVICE CARD NO. 79

**HOLIDAY INNS, INC.**

3796 Lamar Ave.  
Memphis, Tenn. 38118  
James J. Hines  
Commercial Sales Development  
CIRCLE READER SERVICE CARD NO. 144

Ad appears  
on Cover II

**HOTEL LEXINGTON**

511 Lexington Ave.  
New York, N.Y. 10017  
Judith Griswinski  
Director of Tour and Agency Sales  
CIRCLE READER SERVICE CARD NO. 81

**HYATT HOUSE HOTELS**

1338 Bayshore Hwy.  
Burlingame, Calif. 94010  
Joe Kordsmeier  
CIRCLE READER SERVICE CARD NO. 82

**THE INN AT THE PARK**

1855 S. Harbor Blvd.  
Anaheim, Calif. 92802  
David C. Britton  
Director of Sales  
CIRCLE READER SERVICE CARD NO. 83

**KEYSTONE LODGE**

3333 Quebec St., Suite 3300  
Denver, Col. 80207  
Catherine M. Kotz  
Manager of Sales  
CIRCLE READER SERVICE CARD NO. 84

**LOEWS HOTELS**

875 N. Michigan Ave.  
Chicago, Ill. 60611  
Director of Sales  
CIRCLE READER SERVICE CARD NO. 85

**MIAMI SPRINGS VILLAS AND KINGS INN**

500 Deer Run  
Miami, Fla. 33166  
Phone (305) 871-6000  
Patricia K. Patton  
Sales Manager

Airport resort complex on 21 acres. Five res-  
taurants, eight bars and lounges. 18-hole  
championship golf course, tennis, handball,  
Olympic-size pool, lake, game room. All  
types suites and rooms.

CIRCLE READER SERVICE CARD NO. 86

**MT. WASHINGTON HOTEL**

Bretton Woods, N.M. 03842  
Normand Dugas  
CIRCLE READER SERVICE CARD NO. 00

**OCEANS 11 RESORTS**

2025 S. Atlantic Ave.  
Daytona Beach Shores, Fla. 32018  
Sharon Mock  
Convention and Group Sales  
CIRCLE READER SERVICE CARD NO. 87

**OLYMPIA HOTEL AND SPA**

1350 Royale Mile Road  
Oconomowoc, Wis. 53066  
Phone (800) 558-9573  
(414) 567-0311

Loretta Dillman  
Regional Sales Manager

Olympia Resort, 2 hours from Chicago, 30  
minutes from Milwaukee. 400 acres, 1,000  
people for meetings & conventions. Public  
space, 2 ballrooms, cinema theaters, meeting  
rooms, indoor and outdoor tennis, golf course,  
indoor and outdoor pools, raquetball courts  
and Million Dollar Health Spas.

CIRCLE READER SERVICE CARD NO. 88

**THE PLAZA**

Fifth Ave. at 59th Street  
New York, N.Y. 10019  
Mal Seymourian  
Director of Marketing  
CIRCLE READER SERVICE CARD NO. 89

**PRINCESS HOTELS INTERNATIONAL**

875 N. Michigan Ave.  
Chicago, Ill. 60611  
Jack M. Schaedler  
Regional Director of Sales  
CIRCLE READER SERVICE CARD NO. 90

**SEA WAKE INN**

691 S. Gulfview Blvd.  
Clearwater Beach, Fla. 33515  
Phillip Dross  
General Manager  
CIRCLE READER SERVICE CARD NO. 91

### **SHERATON BOSTON HOTEL**

Prudential Center  
Boston, Mass. 02199  
Phone (617) 236-2000  
Kevin McCarthy

1434 rooms downtown in Prudential Center, near major tour attractions, nearby airport 5 miles, limo available. Coffee shop, 3 restaurants, 4 lounges, year-round pool, health club, pets, parking available. Sightseeing tours in hotel, gift shops also. Air conditioned, color TV and game room.

CIRCLE READER SERVICE CARD NO. 92

### **SHERATON HOTELS & INNS, WORLDWIDE**

35 E. Wacker Dr.  
Chicago, Ill. 60601  
Phone (312) 263-4607  
Hal Callis

Sales Manager — Midwest Region

397 worldwide hotels & inns to serve your needs for either individual or group requests. For group meetings phone (800) 621-5727. For individual reservations, phone (800) 325-3535. (Both are toll-free.)

CIRCLE READER SERVICE CARD NO. 93

### **SHERATON INN COLISEUM**

1215 West Mercury Blvd.  
Hampton, Va. 23666  
Stephen C. Sandstrom  
Vice President, Sales and Marketing  
CIRCLE READER SERVICE CARD NO. 94

### **SHERATON-LAKESIDE INN**

7711 Vine Street  
Kissimmee, Fla. 32741  
Phone (305) 846-3221  
(305) 843-9171

Christine Madsen  
Director of Sales

300-room resort, private lake and paddleboats, miniature golf course, movie theatre, swimming pool, air conditioned game room, restaurant and lounge with entertainment. Transportation to all major attractions.

CIRCLE READER SERVICE CARD NO. 95

### **STRATTON CORP.**

Stratton Mountain Inn  
Stratton Mountain, Vt. 05155  
David B. Eastlake  
Director of Sales  
CIRCLE READER SERVICE CARD NO. 96

### **SURF RESORTS HAWAII**

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Phone (800) 421-0811  
Calif. only (800) 252-0381

George Palmer  
National Director of Sales

Four magnificent full service resort hotels located on Hawaii's beautiful Outer Islands: Kauai Surf, Maui Surf, Kona Surf, and Naniloa Surf offering luxurious accommodations, fine dining and entertainment, unlimited recreational facilities.

CIRCLE READER SERVICE CARD NO. 97

### **TRAVELODGE INTERNATIONAL, INC.**

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W. Craig Parsons

Director of Sales — Motor Hotels

TraveLodge Motor Hotels in over 50 North American cities. Each one features large, comfortable rooms, restaurants, lounges and meeting and banquet facilities with professional staffs to serve you.

CIRCLE READER SERVICE CARD NO. 98

### **WESTERN INTERNATIONAL HOTELS**

2000 Fifth Avenue Bldg.  
Seattle, Wash. 98121  
James L. Weiss  
Manager, Travel Industry Sales  
CIRCLE READER SERVICE CARD NO. 99

## **Themed/Amusement Parks**

### **ABC SCENIC ATTRACTIONS SILVER SPRINGS, INC.**

P.O. Box 367  
Silver Springs, Fla. 32688  
Barry Kenny  
Director of Marketing

CIRCLE READER SERVICE CARD NO. 100

### **BUSCH GARDENS DIVISION**

Anheuser-Busch, Inc.  
2800 S. Ninth St.  
St. Louis, Mo. 63118  
John H. North  
Manager, Sales and Sales Promotion  
CIRCLE READER SERVICE CARD NO. 101

### **CALLAWAY GARDENS**

Pine Mountain, Ga. 31822  
Roger L. Childers  
Director of Recreation Division  
CIRCLE READER SERVICE CARD NO. 102

**HERSHEYPARK**

One Chocolate Avenue  
Hershey, Pa. 17033  
Phone (717) 534-3172  
Stephen S. Miller

Manager, Public Relations & Advertising

One of America's great theme parks. One-price admission entitles you to unlimited use of 36 rides, 6 themed areas and top name entertainment. Truly a happy experience!

CIRCLE READER SERVICE CARD NO. 103

**KINGS ISLAND**

P.O. Box 400  
Kings Mills, Ohio 45034  
Jerry W. Greager  
Manager, Group Sales

CIRCLE READER SERVICE CARD NO. 104

**KNOTT'S BERRY FARM**

8039 Beach Blvd.  
Buena Park, Calif. 90620  
Randy Thomas  
Group Sales Manager

CIRCLE READER SERVICE CARD NO. 105

**MAGIC MOUNTAIN**

26101 Magic Mountain Pkwy.  
Valencia, Calif. 91355  
Trudi Vicedomini  
Sales Manager

CIRCLE READER SERVICE CARD NO. 106

**OLD CHICAGO**

555 S. Bolingbrook Dr.  
Bolingbrook, Ill. 60439  
Michael D. Huling  
Marketing Director

CIRCLE READER SERVICE CARD NO. 107

**OPRYLAND USA**

P.O. Box 2138  
Nashville, Tenn. 37214  
Phone (615) 889-6600  
Nathan Cline  
Sales Manager

America set to music — 11 fully staged musical productions and 16 rides. Music Americlub: special no-cost discount program for companies. Opryland — home of Grand Ole Opry, Opryland Convention Hotel.

CIRCLE READER SERVICE CARD NO. 108

**RIVERSIDE PARK**

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Agawam, Mass. 01001  
Edward J. Carroll, Jr.  
Assistant General Manager

CIRCLE READER SERVICE CARD NO. 109

**SEA WORLD, INC.**

1720 South Shore Rd.  
San Diego, Calif. 92109  
Bill Thomas

CIRCLE READER SERVICE CARD NO. 110

**WALT DISNEY'S MAGIC KINGDOM CLUB**

1313 Harbor Blvd.  
P.O. Box 4489  
Anaheim, Calif. 92803  
Bob Baldwin  
Manager

CIRCLE READER SERVICE CARD NO. 111

## Travel Agents/ Tour Operators

**ADVENTURE HOLIDAYS INTERNATIONAL**

337 Merrick Rd.  
Lynbrook, N.Y. 11563  
Edward T. Heller  
Executive Vice President  
CIRCLE READER SERVICE CARD NO. 112

**AMERICANS ABROAD, INC.**

1315 4th St., S.E.  
Minneapolis, Minn 55414  
William I. Holbrook  
President  
CIRCLE READER SERVICE CARD NO. 113

**ARTHUR FROMMER INTERNATIONAL**

380 Madison Ave.  
New York, N.Y. 10017  
Elliott Kanbar  
Executive Vice President  
CIRCLE READER SERVICE CARD NO. 114

**CENTER/SKI-O-RAMA TOURS**

7 South Franklin Street  
Hempstead, N.Y. 11550  
Phone (516) 485-1050  
(212) 895-1065  
(914) 428-4600

Nancy DiRusso  
Director of Sales

Group tour specialists offering all-expense motorcoach trips and charter flights.

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ELKIN continued  
on following page

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Official Directory of  
Certified Industrial Recreation  
Administrators and Leaders



**W**HO'S WHO in *Business, Industry and Government Employee Recreation* recognizes the finest administrators of employee recreation and service programs. The men and women listed in this first edition are Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). They have met strict criteria for professional excellence under the only existing certification program for employee recreation specialists.

*Who's Who . . .* lists every CIRA and CIRL of record on the publication date. In biographical sketches, the directory outlines

the educational and professional accomplishments which distinguish the members of this select group.

The first publication of its kind, *Who's Who . . .* is available on a limited basis to NIRA members, interested recreation professionals, educational institutions and libraries. The cost, including postage and handling, is \$7.50 per copy.

To order your copy of *Who's Who . . .*, write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.

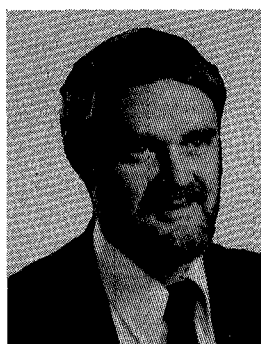


# meet your board



**Arthur L. Conrad, CIRA**, Vice President of Public Relations, has been a manistay of NIRA for many years. As Vice President of Employee and Public Relations for Flick-Reedy Corporation in Bensenville, Illinois, Conrad oversees one of the outstanding employee recreation programs among the nation's smaller companies. His programs have repeatedly won the NIRA Citizens Savings Award. As a member of the Board of Directors and as Vice President of Public Relations for NIRA, Conrad has been invaluable.

Art Conrad earned his A.B. from the University of Notre Dame, his Ed.M. from DePaul University in Chicago and his law degree from Loyola University in Chicago. A lifetime of military, educational, civic and religious service has earned Conrad a lengthy list of honors. He will hold his present term with NIRA until May, 1978.



**Edward C. Hilbert, CIRA**, was elected in May 1976 as NIRA's Vice President of Research and Education. He is Recreation Coordinator and Fitness Advisor for Battelle Memorial Institute in Columbus, Ohio.

Hilbert gained 22 years of recreation administration experience in the U.S. Air Force. In both Europe and the United States, he managed recreation programs for military people and their families. He has been with Battelle since 1972.

Hilbert has earned his B.S., in Education and Public Recreation and will complete his M.A. in Management and Supervision and Business Management this year. He is a member of many national and local recreation associations and served as President of the Columbus Industrial Recreation Association from 1972 through 75. He will serve in his present Board position until May 1978.



**Lawrence (Larry) Lemme** joined the NIRA Board last May as a Director from Region II. He will serve until May 1979.

Lemme attended Grambling College and the State University of Iowa. After more than eight years in the U.S. Air Force, he moved to Washington, D.C. as an Associate engineer with National Scientific Laboratories, Inc. Since 1970, he has worked for the Energy Research and Development Administration (ERDA), most recently as a radio engineer. Lemme was appointed in 1970 as ERDA's representative to the Washington-area League of Federal Recreation Associations (LFRA). Since then, he has served as an officer and as a two-term LFRA President. His "IRC Profile" of the League appeared in *RM* earlier this year.

**RM**

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## UPDATE

# NIRA Members Vote Annual Dues Increase, 100% Council Affiliation

NIRA members have voted overwhelmingly to increase annual dues for some membership categories. The increases — the first since 1974 — were approved by 72% of members voting late last Fall and will become effective January 1, 1978. On the same ballot, 80% of those voting agreed to make NIRA membership a requirement of membership in local Industrial Recreation Councils. Both questions involved proposed amendments to NIRA's by-laws and could be decided only by a referendum vote of the members. NIRA Secretary **Elizabeth Burchard, CIRA** reported the results of the vote as this issue of **RM** went to press.

Annual dues for the following membership categories will be changed according to the following schedule. Dues for all other members will remain the same:

Members with fewer than 1,000 employees:	from \$50 to \$75
Members with 1,001 to 5,000 employees:	from \$100 to \$125
Members with 5,001 to 10,000 employees:	from \$130 to \$155
Members with more than 10,000 employees:	from \$160 to \$185
Allied members:	from \$10 to \$20
Associate Branch members:	from \$15 to \$30

Members also voted by an 80% majority to make Industrial Recreation Councils full members of the national Association. This will be accomplished simply by dropping the membership category which admitted Councils with less than 100% NIRA affiliation. The four Councils which maintained less than full membership prior to the vote will be exempted from the requirement. Many Council members take advantage of all local and national member services by maintaining both local affiliation and national Organization memberships. Some, however, obtain limited services as NIRA members through their Councils by paying a \$10 annual fee to the national Association.

RM

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☐ **Recreation Management Magazine**

Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication of its kind in U.S., **RM** features program ideas, educational material and articles detailing social, athletic, cultural, and service programs in business, industry and government. Published 10 times per year.

☐ \*\$5./1 yr., ☐ \*\$8./2 yrs., ☐ \*\$10/3 yrs.

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# National Industrial Recreation Association

## Publications Order Form

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Everything you need to know: organizing, publicity; 4- to 36-team leagues, eliminations, and finals. 36 pages. \$4.00

### ☐ **Industrial Recreation Bibliography**

An annotated bibliography of industrial recreation materials by Robert W. Schoott and Douglas M. Crapo, Ph.D. over 470 entries, categorized by subject. \$3.00.

### ☐ **Standard Sports Areas**

Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. For industrial, private, public recreation leaders. \$4.00

### ☐ **The Untapped Potential: Industrial Recreation**

Illustrated booklet based on a talk by Frank Flick, president of Flick-Reedy Corp., a NIRA "Employer of the Year." Programs at Goodyear, Timkin, Kodak, Xerox, Flick-Reedy and others included. \$3.00.

(All Prices Include Postage & Handling)  
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### ☐ **Who's Who in Business, Industry and Government Employee Recreation**

This is the only directory of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). Each employee recreation specialist is listed with notes on his/her education and accomplishments. 46 pages. \$7.50.

### ☐ **Top Management Speaks**

Nineteen top corporation executives explain why they back industrial recreation and NIRA. Chairmen of the Boards for the Ford Motor Company, Goodyear Tire & Rubber, U.S. Steel, 3M, and other industrial giants provide invaluable support for your programs. A "must see" for management in your organization. \$5.00 each, quantity discounts available for 20 or more.

**\*\* SEE REVERSE SIDE \*\***



# SERVICES & ACTIVITIES

## Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

**RECREATION MANAGEMENT** — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

**Consultation Service** — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

**National and Regional Contests** — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

**Membership Directory** — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

**Awards** — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

**Conferences & Workshops** — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

**Certification Program** — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

**Merchandise Discounts** — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

**Intern program.** Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

## Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

**Associate** — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

**Industrial Recreation Council** — Open to areas having organized councils or associations comprised of business, industry or government.

**Allied** — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

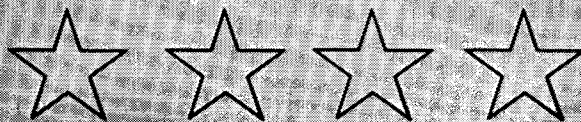
**College/University** — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

**Student** — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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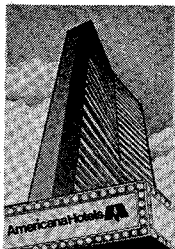
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